THE RELATIONSHIPS OF ORGANIZATIONAL WEB SITE INFORMATION AND JOB SEEKER CHARACTERISTICS WITH PERCEPTIONS OF AND ATTRACTION TO THE ORGANIZATION

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by
JULIE "J.P." PALMER

Dr. Thomas Dougherty
Dissertation Advisor

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The undersigned, appointed by the Dean of the Graduate School, have examined the dissertation entitled

THE RELATIONSHIPS OF ORGANIZATIONAL WEB SITE INFORMATION AND JOB SEEKER CHARACTERISTICS WITH PERCEPTIONS OF AND ATTRACTION TO THE ORGANIZATION

Presented by Julie "J.P." Palmer

A candidate for the degree of Doctor of Philosophy of Business Administration

And hereby certify that in their opinion it is worthy of acceptance.

Professor Thomas W. Dougherty, Dissertation Advisor

Professor Allen C. Bluedorn

Professor Richard A. Johnson

Professor Michael W. Kramer

Assistant Professor Christopher Robert

Thanks to my parents, Tom and Martha Palmer, for raising me with an appreciation for education and for being so willing for so long to help me obtain this goal. Thanks, too, to my sister Jane and brother Jim for believing in me.

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Julie "J.P." Palmer

Dr. Thomas Dougherty
Dissertation Supervisor

ABSTRACT

This study extends prior research and also makes a unique contribution to our understanding of web-based recruitment. The study measured perceptions of potential job applicants who evaluated four actual corporate recruitment web sites. Perceptions of web site information, including information specificity, navigability/usability, and web site orientation were hypothesized to be related to outcomes including perceived person-organization (P-O) fit, perceptions of the firm's culture, and attraction to the organization. The study also examined three individual difference variables—self-efficacy, computer self-efficacy, and motivation to reduce uncertainty (MRU)—as related to major predictor and outcome variables. Additional variables and their associated relationships with outcomes included organizational familiarity and industry desirability. A total of 731 (primarily) junior and senior-level business students from two large universities participated in the study, responding to a web-based survey.

Results indicated that job seekers who perceived a higher level of information specificity on the organization's web site and a higher level navigability/usability perceived higher levels of perceived P-O fit. In addition, findings indicate that two of the three individual difference variables, self-efficacy and computer self-efficacy, were significantly related to the job seeker's perception of P-O fit. Also, for one organization, computer self-efficacy moderated the relationship between web site characteristics and perception of the organization. Motivation to reduce uncertainty was not related to P-O fit perceptions. However, for one organization MRU

moderated the relationship between web site characteristics and perception of the organization for one organization.

Further analysis of the data supported prior research with findings in that P-O fit perceptions were related to attraction to the organization, and familiarity was positively related to P-O fit perceptions. In addition, industry desirability was positively related to attraction to the organization. This study underscores the importance of particular web site characteristics for organizations' efforts to generate positive perceptions in job seekers and to enhance job seekers' attraction to the organization.

CHAPTER ONE

INTRODUCTION AND LITERATURE REVIEW

In today's highly competitive global marketplace, recruitment has emerged as a key antecedent of organizational effectiveness (Barber, 1998; Breaugh, 1992; Cober, Brown, Keeping, & Levy, 2004; Rynes, 1991). Huselid (1995) demonstrated a positive relationship between low selection ratios (defined as percentage of applicants hired) and organizational financial performance. Terpstra and Rozell (1993) found that organizations which engaged in more than five targeted staffing practices, including the use of follow-up studies to determine the most effective recruitment sources, had greater annual profits and also greater annual profit growth. Jeffrey Pfeffer (1994) insists that a primary source of competitive advantage derives from a firm's human resources, which originate with the firm's recruitment practices. Furthermore, labor shortages for highly skilled positions, which are predicted to last into the 21st century, are expected to increase the importance of applicant attraction for organizations (Rynes & Barber, 1990) as firms compete for the best and the brightest recruits.

However, while the amount of research on recruitment has dramatically increased over the last thirty years, the information generated does not necessarily reflect a substantial increase in our understanding of recruitment processes and related outcomes (Breaugh & Starke, 2000). Researchers have called for more attention to issues pertaining to the "applicant generation" stage of recruitment, and to individuals' attraction to organizations in particular (Barber, 1998, Dineen et al., 2002). There has also been a call for an increased emphasis on the cognitive processes through which recruitment sources influence particular outcomes, such as attraction.

Recruitment can be defined as encompassing all organizational practices and decisions that affect either the number or types of individuals who are willing to apply for, or accept, a

given vacancy (Rynes, 1991). Recruitment is not a simple process, but rather a combination of activities that can be affected by organizational practices as well as the individual's characteristics. Barber (1998) suggests that three recruitment "phases" exist, which include the following: 1) attempts by the organization to reach out to the applicant population in order to persuade some of them to become applicants, 2) attempts to persuade applicants to stay interested in the organization and to continue to pursue the job possibility until the organization determines whether or not to offer them a position, and 3) attempts to persuade individuals to accept job offers. This recruiting framework is useful in several ways, one of which is to provide organizations with a more comprehensive picture of what their recruitment practices may accomplish.

Recruitment research has traditionally focused on one of these three areas or "phases"; however, such research may provide a very narrow picture of the overall process of recruitment. For example, research on realistic job previews (RJPs) often considers how job expectations and job acceptance levels—a 3rd phase variable, are affected by the presence of an RJP (Rynes, 1991); this research focuses on how the 2nd phase is affected, or how the RJP may help persuade applicants to continue in the application process. However, by not considering the possible effects that a RJP may have upon the first recruitment phase (attraction) or the third phase (actual acceptance of an offer) we are perhaps not seeing the whole picture.

In addition, recruitment has been dramatically affected by the advent of the web, which has changed the ways both job seekers and organizations think and behave with respect to the recruiting function (Feldman & Klaas, 2002). Technological advances have resulted in the widespread utilization of the Internet throughout society and numerous functions of organizations have been correspondingly affected. Many organizations have taken advantage of

the innovations in web site development to utilize their own web sites to meet recruitment goals (Cober et al., 2000). As mentioned earlier, over 90% of organizations have established web sites that are primarily dedicated to communicating recruitment information to job seekers (Capelli, 2001). Furthermore, in one recent survey, the majority of organizations reported that, after their home page, their career page was the most visited section of their web site (Peters, 2001). However, few studies have examined the effect of this new technology on an applicant's job search behaviors, or how it might affect an organization's recruitment activities.

This dissertation attempts to extend prior research by examining a recruiting practice, specifically the use of organizational web pages, which has the potential to affect all three recruitment phases including attraction, persuasion, and acceptance of offers. While this study does not examine job offer acceptance, it may be beneficial to examine research in this area to learn how web-based information can affect job seeker's perceptions of the organization, which may also have an effect on the applicant pool as well as the likelihood of job offer acceptance rates, an outcome measure in research which may relevant to review for this dissertation.

Rynes suggests that the various components of recruitment practices (recruitment activities, recruitment processes, and recruitment outcomes) may be affected by a number of different variables, which fall into her category of "recruitment context" (1993). These contextual variables include environmental factors, organizational characteristics, and institutional norms. This dissertation suggests that one particular organizational innovation, the organizational web-based recruitment message, has the potential to affect all three components of recruitment practices and should be considered to be part of the overarching recruitment context umbrella. The rationale for considering or "labeling" the organizational web site as a part of the recruitment context stems from the fact that contextual factors can have both direct and

indirect effects on recruiting outcomes. For example, researchers often consider labor markets as a contextual factor because all else being equal, employers will attract fewer or less qualified employees when applicants are scarce. But when the labor market is unfavorable, the organization may change its recruitment methods, thus improving recruitment outcomes (the indirect effect) (Rynes, 1991).

By extension, organizational web sites have an effect on recruitment activities, recruitment processes, and recruitment outcomes, which will be described in the following chapter. Moreover, it also follows that Rynes' classification of contextual variables, which can affect recruitment activities, processes, and outcomes may also affect web-based recruiting. For example, a depressed retail market and low interest rates might cause lending organizations to spend more time on developing less costly web-based recruitment methods and eliminate other more costly recruitment activities (such as college-recruiting fairs). This scenario could affect all three areas of recruitment for the organization, including recruitment activities, processes, and outcomes.

Since organizational web sites currently are the primary vehicle by which job seekers initially gather information about an organization and subsequently form impressions about the organization, it seems logical to suggest that a study of the early stages of recruitment should examine this source of information (Williamson, Lepak, & King, 2000). This study specifically proposes a model (Figure 1) to examine ways in which the organizational web site has an impact on the organizational recruitment process. The informational characteristics considered include information type (degree of specificity), ease of use (usability / navigability), and the orientation of the web site (selection-oriented, recruitment-oriented, or dual-orientation). The model is concerned with how the job seeker's perception of the organization is affected by the information

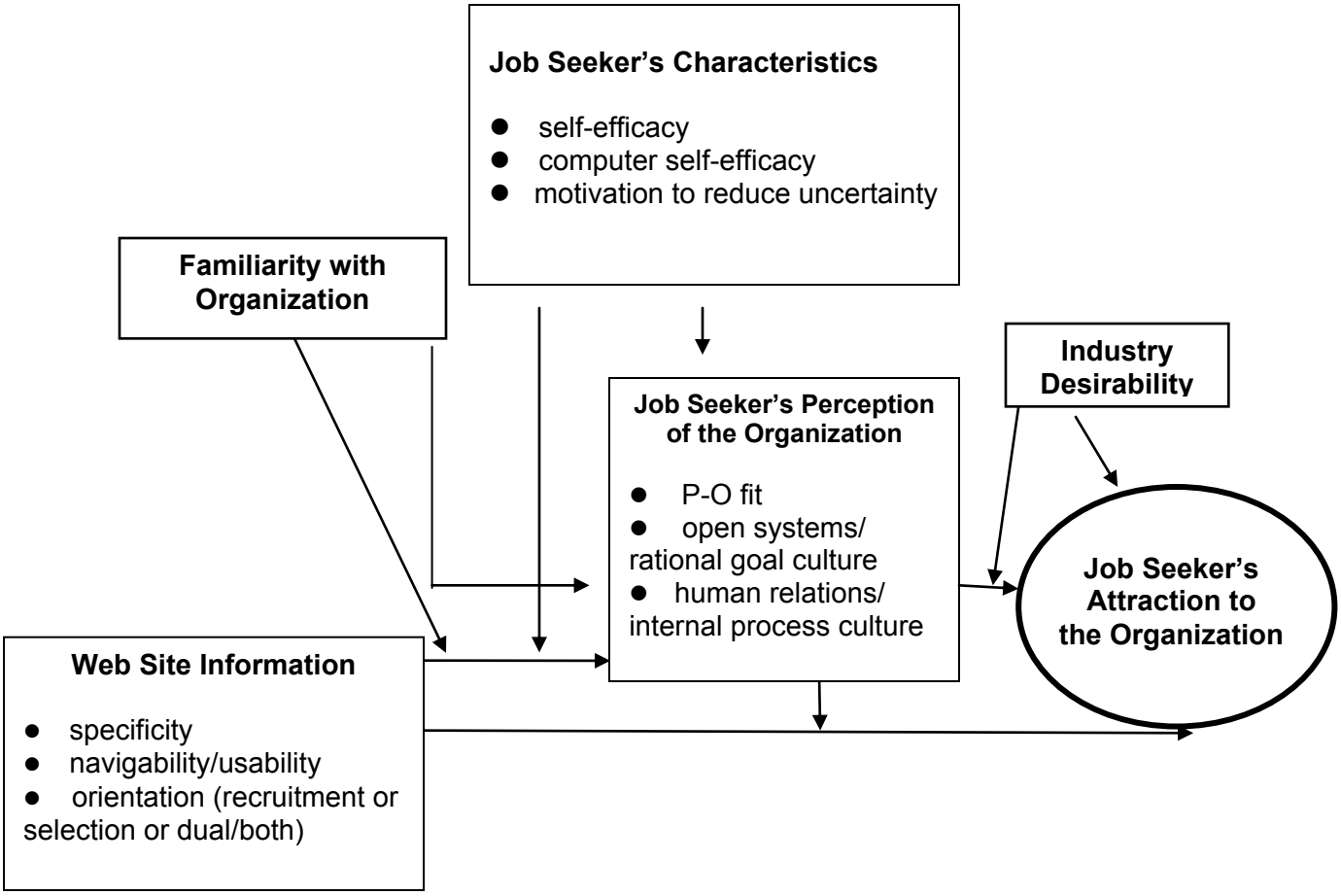
presented on the web site. I examine how web site information specificity, as well as the perceived navigability/usability of the web site and web site orientation (recruitment, selection, or dual-oriented) are related to a job seeker's perception of organizational cultural values, person-organization (P-O) fit, and attraction to the organization. Three individual difference variables are also included, generalized individual self-efficacy, individual computer self-efficacy, and motivation to reduce uncertainty. I also collected data on the individual's industry preferences and familiarity with the four organizational web sites used in the study.

The contribution of this study is to further delineate the role of organizational web sites in the recruiting process. From the organization's perspective, it is important to understand how web site factors affect potential job seeker's perceptions of the organization. From the job seeker's perspective, it is important to understand the dynamics of how web site information can transmit aspects of organizational culture that suggest a fit with a particular organization. In addition, the study extends previous findings that suggest web sites influence the impressions job seekers form of an organization and ultimately, applicant attraction (Cober et al., 2004). This study also extends research which indicates that differences exist between how selection-oriented versus recruitment-oriented web sites are perceived by job seekers (Williamson et al., 2000). The study extends previous research by examining how other web site characteristics may affect the job seeker's perception of the organization.

The following literature review provides a basis for the research. I begin with an in-depth review of the recruitment literature, primarily focusing on the recruitment message and applicant reaction literature. I also review relevant literature on web-based recruiting, person-organization fit, human-computer interaction, and communication (uncertainty reduction), followed by a model (Figure 1) which incorporates individual variables, technological variables, and

communication variables. The model draws upon Rynes' (1991) Signaling Theory, Davis's Technology Acceptance Model (1989), computer self-efficacy, and Kramer's Theory of Managing Uncertainty (TMU) (2004).

Figure 1


Job Seeker's Characteristics
self-efficacy
computer self-efficacy
motivation to reduce uncertainty
Familiarity with Organization
Industry Desirability
Job Seeker's Perception of the Organization
P-O fit
open systems/ rational goal culture
human relations/ internal process culture
Job Seeker's Attraction to the Organization
Web Site Information
specificity
navigability/usability
orientation (recruitment or selection or dual/both)

LITERATURE REVIEW

The model for this dissertation is shown in Figure 1 and includes independent variables, dependent variables, and several moderated relationships. This chapter begins with a discussion of research in the areas of recruitment message, applicant reactions, and web site communication. Following this, the variables are discussed sequentially as they are presented in the proposed model: The characteristics of the web site, the applicant's self-efficacy, computer self-efficacy, motivation to reduce uncertainty, the applicant's perception of person-organization fit, and perceptions of organizational culture. Within each variable's domain, I discuss relevant research findings in order to provide a more comprehensive understanding of how each independent variable is thought to affect the applicant's perception of the organization and attraction to the organization. I first examine the recruitment process from the organization's viewpoint.

Recruitment Message

Effective organizations attract and select the best employees (Schneider, 1987, 1975). The early focus of selection and recruitment research was on the methods that organizations use to select the right employees, including biographical data, employment interviews, cognitive ability tests, and personality tests (Rynes, 1993). More recently, researchers have begun to examine the recruiting side of employment decisions and are examining how the media used to communicate recruitment messages can influence important organizational outcomes (Allen, Mahto, & Otondo, 2004).

One important factor is the "recruitment message." Because applicants often base their choice of organization largely on the characteristics of the job and the organization, and on the degree to which those characteristics fit their personal attributes, understanding the recruitment

message is critical (Barber, 1998). The recruitment message is often decomposed and studied in part. For example, Breaugh and Billings (1988) examined how credible a recruitment message appeared to applicants and the amount of attention generated by the message, and found that attraction increased as perceptions of credibility increased. Tybout and Artz (1994) studied the concreteness of language used, and determined that recruitment messages vivid in nature (e.g., those including pictures) attract more attention.

In addition, the medium used to deliver a recruitment message can influence comprehension. For example, Stiff (1994) suggested that, in contrast to a verbal message, a written message may increase understanding given that the message can be reread and studied. Credibility is another dimension of recruitment messages. Research has consistently shown that communicator expertise and trustworthiness lead to a message being believed (Stiff, 1994). With regard to trustworthiness, research has surprisingly shown that receiving information different from that expected from the message source also results in increased credibility, as does receiving a consistent message from multiple sources (Hardkins & Petty, 1981).

Historically, potential applicants have had a limited amount of information upon which to base their initial decisions to apply for positions (Rynes, 1991). As a result, an organization's reputation and public image may affect an applicant's job choice through recruitment messages, which potentially affects job choice decision process (Gatewood, Gowan, & Lautenschlager, 1993; Rynes, 1991). Additional research (e.g., Gatewood et al., 1993) indicates that familiarity with an organization affects the degree to which subsequent recruitment messages influence one's opinion of an organization. For example, Turban, Lau, Ngo, Chow, & Si (2001) found that potential job applicants were more attracted to familiar than unfamiliar firms. Additionally, the research also suggests that familiarity with an employer (i.e. awareness) and reputation play an

important role in a firm's perceived attractiveness as a potential employer (Collins & Stevens, 2002; Lievens et al., 2005). According to marketing literature (e.g. Aaker, 1991), awareness demonstrates an individual's cognition or knowledge about an organization's existence. A high level of applicant familiarity or awareness of an employer is desirable because applicants can recall the name of an employer (when prompted with a salient fact about the firm), and associate information they receive later with that employer. Employer reputation concerns the public evaluation of an organization. Employer reputation conveys popular beliefs about a firm, determining which firms applicants may find attractive and desire to associate themselves with (e.g. a trendy or prestigious firm) (Turban & Cable, 2003). For example, previous research has found applicants rated socially responsible firms more attractively as potential employers (e.g. Gatewood et al., 1993; Highhouse et al., 1999; Turban & Greening, 1996). However, some mixed findings concerning familiarity have recently been revealed. Allen et al. (2007) found that organizational familiarity was not related to applicant attraction directly or indirectly and suggest that organizational image and the subsequent exposure to organizational information might have overwhelmed any effect of familiarity on attraction.

Organizations today face a different and somewhat unusual situation when considering the availability as well as the impact of organizational information on potential job applicants. For example, in one of the earliest studies on recruitment information, Herriot and Rothwell (1981) examined the effects of recruitment brochures on the applicant's (operationalized as students) subsequent intentions to apply to the organization. At that time, brochures were the primary source of information available to applicants, thus brochures served to "carry" the recruitment message. Although their research found no evidence that employers' brochures affected students' beliefs about the organizations, they did find that the brochures increased

students' intentions to apply to the organizations. In today's global economy, organizations face a different situation in which over 90% of college students consider the Internet their primary source of information while researching job opportunities (Feldman & Klaas, 2002).

Other studies on recruitment messages have focused on message source as well as additional characteristics of the message itself. A study by Ullman (1966) was one of the first to examine recruitment sources. He found that new employees who were recruited by means of informal sources had a lower turnover rate than individuals recruited via formal sources, including newspaper ads and employment agencies. His study stimulated many more additional recruitment source studies (e.g., Allen, Van Scotter, & Otondo, 2004; Blau, 1990; Gannon, 1971; Sacks, 1994). Some of these studies attempted to test whether the two explanations for the superiority of informal sources that have been offered to explain recruitment source effects were supported by empirical data. These explanations include the realistic information hypothesis and the individual difference hypothesis. The realistic information hypothesis (Breaugh & Starke, 2000) suggests that an individual may obtain more realistic information about a job or an organization as a result of having been exposed to the reality of work. The individual difference hypothesis (Rynes, 1991) proposes that different organizations reach out to different applicant groups with different characteristics (e.g., expectation, ability, motivation).

For example, Taylor and Schmidt (1983) examined recruitment source differences in absenteeism, turnover, and performance for employees who were recruited by a variety of sources (e.g., referrals, rehired former employees, walk-ins). They also measured several individual difference variables that might explain source differences. Taylor and Schmidt reported that, compared to the other sources, rehires had longer tenure and lower absenteeism.

They also found some support for the individual difference explanation for their findings, presuming that those in the rehire group had a fairly accurate view of what the job involved.

Although the results of recruitment source studies with regard to outcome variables are not entirely consistent, employee referrals and direct applications (i.e., informal recruitment sources) often result in lower levels of turnover and higher levels of satisfaction compared to persons recruited by more formal sources (Breaugh, 1992). However, one problem with many recruitment studies in general, is that new employees rather than applicants are used, which involves retrospective bias as well as many other confounding problems (Breaugh & Starke, 2000). One goal of this dissertation is to address this problem by utilizing potential applicants rather than new hires when evaluating web sites as a recruitment source, in order to avoid retrospective bias. Noting that self-selection can dramatically affect the applicant pool, it seems logical to use potential applicants rather than new hires when evaluating web sites as a recruitment source.

Another area of recruitment research includes the effects of recruiters on job seeker's perceptions and behaviors. Researchers have offered a number of explanations for why recruiters may affect job candidates (Breaugh & Starke, 2000). Powell (1991) theorized that some recruiters provide more information and more specific information to applicants than do other recruiters. Other researchers (Maurer, Howe, & Lee, 1992) hypothesized that recruiter credibility helps explain the differential effects of recruiters on applicants. Rynes (1991) suggested that recruiters might have an impact because job candidates view them as signals of unknown organizational attributes. In this vein, Turban and Dougherty (1992) found that applicant perceptions of recruiter behaviors (e.g., showing interest in applicants) had the

strongest influence on the applicants' attraction to the organization, thus strengthening the belief that the recruiter does make a difference, at least in the early phases of recruitment.

Subsequent findings reveal that both corporate image and recruitment image can affect the job seeker's perception of the organization (Gatewood et al., 1993; Highhouse et al., 1999). For this dissertation, the overall attractiveness of the organization as a potential employer is the dependent variable, which is different from the concept of overall organizational attractiveness. Furthermore, the distinction between employer image and employer reputation is critical. Cable and Turban (2001) conceptualized employer image as the job seeker's beliefs about an organization that can be categorized in terms of beliefs about the employer, about attributes of the job, and about the people that work for the employer. Employer reputation, which typically refers to a public evaluation of the firm relative to other firms, has also been shown to affect job seekers' attraction to an organization (Swait et al., 1993). The consideration of web site information may assist a job seeker in assessing a firm's reputation. Given the current trend for many job seekers to assume web-based information is credible and reflective of the organization's true culture, the job seeker may form an image of the organization that he or she deems as accurate (Palmer, 2002).

We can conclude, based on consistent findings in the literature, that organizational image, personal contact with recruiters, and information source are all variables that can affect an applicant's perception of an organization. This dissertation primarily focuses on the latter variable (information source). The advent of high-speed information access and the technological capabilities of many job applicants today suggest that organizational web sites are often the first source of information to potential job applicants. In many industries, it appears that web sites are the primary source of information. The organizational web site may convey certain

organizational attributes to the applicant that have an effect on an applicant's attraction to the organization. Finally, the nature of the organizational web site suggests that attributes previously studied in other recruitment research areas (e.g., corporate image, realistic job previews) may be relevant to applicants who utilize organizational web sites to gather information, in that such attributes are contained in the web site information. These relationships will be discussed in a later section.

Applicant Reactions

The increasing use of organizational web sites in a recruitment context is a critical practice to examine for several reasons. An important first step in employee recruitment is to attract qualified individuals to apply for positions in a firm (Barber, 1998). Organizations which attract applicants that are more qualified have a larger pool of applicants to chose from, which results in greater utility for firm selection systems (Boudreau & Rynes, 1985). If individuals do not initially apply for jobs, they cannot be influenced by subsequent recruitment activities (Rynes, 1991; Rynes & Barber, 1990). Previous research on recruitment contact has focused on reactions to initial screening interviews (Barber, 1998). In the earliest stages of recruitment, however, the only interaction potential applicants may have with the organization is from sources such as web sites (Allen, at al., 2007). Signaling theory (Spence, 1973) suggests that these early communications may serve as signals about other job and organization attributes. Furthermore, Cober et al. (2004) found that attitudes toward a recruitment web site might be directly related to applicant attraction. It is important to understand whether the applicant is reacting and responding to the recruitment message in the way in which the organization intended.

From a job seeker's perspective, one of the tasks of a job search is the attempt to determine one's perceived fit with various characteristics of jobs and/or organizations. It should

be acknowledged, however, that empirical research as well as turnover statistics suggest a discrepancy between an individuals' actual fit and their perceived fit (e.g., Cable, Aiman-Smith, Mulvey, & Edwards, 2000; Wanous, 1992). Furthermore, Lauver and Kristof-Brown (2001) have shown differences in specific types of fit; in particular, person-job (P-J) fit and P-O fit. In addition, Cable and Turban (2001) suggest that it would be valuable to develop means by which to bring actual fit and perceived fit into closer alignment in order to decrease search costs. The financial considerations on the organization's side are such that employer spending on recruiting online has increased from $105 million in 1998 to $1.7 billion in 2003 (Jones, 2007).

Given that this study focuses on organizational attractiveness, it would appear that perception of P-O fit is appropriate to study since potential job seekers initially have the task of determining fit with an organization. There may be several other underlying cognitive components to determining fit that involve the level of uncertainty within the job seeker. In previous literature, applicants who use information from various sources to reduce uncertainty about job characteristics, organizational culture, and other related factors have been shown to have a more accurate assessment of P-O fit (Judge & Cable, 1997). However, there can be other cognitive attempts to reduce uncertainty, which brings us to the next section: the implications of differences in the ways that uncertainty is managed and how uncertainty may affect an applicant's perception of P-O fit.

Motivation to Reduce Uncertainty

Prior to a reaction from a job seeker who is engaging in information seeking, it is paramount to examine possible reasons why this individual might search for information about an organization. Reducing uncertainty about the organization and/or the job is the primary reason

stated by most job seekers who use web sites as a starting point to collect information (Dineen, 2003).

Information seeking can be conceptualized as a mechanism to reduce uncertainty, following Berger and Calabrese's (1975) uncertainty reduction theory (URT). One of the axioms of URT is that high levels of uncertainty lead to increases in information seeking and that as uncertainty decreases, information seeking declines (Berger, 1975). Furthermore, corollaries of URT suggest that individuals who perceive themselves as similar should experience uncertainty reduction, which then results in increased "liking". By extension, job seekers who perceive similarities in cultural values when assessing information on an organization's web site may "like" the organization more and be more attracted to the organization.

A relevant change to the theory was made in 1979 when Berger added three important aspects to URT. He recognized that there are different types or levels of uncertainty, and when applied to the use of web sites to seek information, the type of uncertainty which may be most likely to occur is cognitive uncertainty. Cognitive uncertainty involves understanding and being able to make predictions about the other "person's" (in this context, "organization's") motives and behaviors in general. Another aspect that was added to the original theory was the recognition of three types of strategies people use to reduce uncertainty; these include passive, active, and interactive strategies. When examining how the organizational web site may affect a job seeker's perception of the organization, it seems likely that the individual is seeking information using the passive strategy. However, certain organizations, such as Procter and Gamble, have refined their online recruiting to a degree that they require interaction with the job seeker. Each job seeker must participate in an online group project prior to his or her resume being accepted electronically (Brice & Waung, 2002). In this case, the type of strategy utilized

to reduce uncertainty is directly affected by the organization (i.e., the job seeker is "forced" to utilize the interactive strategy). Procter and Gamble requires job seekers to employ more than simple passive strategies; but most organizations do not employ this technique.

I suggest that one mechanism that prompts applicants to utilize organizational web sites as a source of information is suggested by the application of Kramer's (2004) Theory of Managing Uncertainty (TMU) model. TMU proposes that different levels of motivation to reduce uncertainty can lead to certain communication behaviors depending on competing goals. These competing goals are conceptualized as motives and include impression management, job requirements, uncertainty reduction, competence at information seeking, and many others (Kramer, 2004). One goal that an applicant has is to reduce the uncertainty about the organization. Previous recruitment work has highlighted the need for organizations to generate initial positive impressions, and today's job seekers are most likely to use an organization's web site as their first source of information to gather information and effectively reduce uncertainty about the organization.

Gathering more information does not necessarily decrease uncertainty for all job seekers (Kramer, 2004). For example, a job seeker has specific and relevant information about an organization and may even be familiar with the organization. Is it safe to assume that this job seeker will not attempt to validate this information by checking with the organization's web site? Alternatively, suppose a job seeker has very little information about an organization. Is it safe to assume that all job seekers lacking information will pursue information in order to reduce their uncertainty? What about the individual who has a high tolerance for uncertainty, or the individual who ignores or denies uncertainty? Perhaps another explanation also considers competing motives in the quest for information. This is the focus of the following discussion.

Kramer (2004) points out that one problem with uncertainty reduction theory is the oversimplified presentation of the communication (information-seeking in this context) process which suggests a direct causal relationship between levels of uncertainty and outcomes. By using Kramer's TMU we can examine how certain information-seeking behaviors may affect the applicant's perception of their P-O fit with a particular organization.

For example, suppose a job seeker has a high degree of uncertainty about certain aspects of an organization. Instead of engaging in information-seeking behaviors, the job seeker may instead attempt to cognitively reduce the uncertainty by accepting the uncertainty, denying the uncertainty, or tolerating the uncertainty. Alternatively, perhaps the individual may go so far as to have imagined conversations with someone (such as an employee) to deal with the uncertainty. For example, the job seeker may imagine what it would be like to work in this organization, visualize him or herself working there, and perhaps socializing after work with co-workers. Any of these strategies may reduce an applicant's uncertainty about a particular aspect of an organization.

One might find that web site characteristics do not affect all job seekers to the same degree. Consider the job seeker that typically deals with reducing uncertainty by ignoring it. For this individual, the web site characteristics may not have as much of an effect on the perception of P-O fit or culture because this job seeker does not seek out information to reduce uncertainty. Conversely, consider the job seeker who often uses the uncertainty reduction strategy of having imagined conversations or imagining scenarios. Inspection of the web site may have a greater effect on perception of the organization, especially if this includes accounts posted by new employees to the organization or examples of "a day in the life of a typical

employee". In this case, the job seeker may assimilate this information and change her perception of the organizational culture and whether she might fit into the organization.

Information seeking may not be the only mechanism to reduce uncertainty. Competing motives exist which may preclude job seekers from persisting in their attempt to reduce uncertainty. For example, job seekers with low information-seeking competence (or low computer self-efficacy) may be less likely to use web site information to reduce their uncertainty. In the context of web recruiting, the use of information seeking may be a competing motive for some applicants who have a large number of organizations to investigate. In this case, it seems logical to assume that if a job seeker cannot effectively deal with her level of uncertainty, she might be more highly motivated to seek information. However, if this applicant has effectively lowered the uncertainty about the particular organizational characteristic, there will be less motivation to seek information. Again, this individual may be less affected by certain web site characteristics.

Keeping this in mind, I next discuss the model and the associated hypotheses.

CHAPTER 2

RESEARCH MODEL AND HYPOTHESES

Web Site Information: Specificity of Content

One independent variable in the model is the specificity of web site information. Before describing this variable, I turn first to the mechanism that presents this information, the actual web site. Organizational web sites integrate features such as color, images, sound, video, animation, and interactivity, providing job seekers with a much richer experience than traditional media, such as pamphlets or brochures. In addition, one's perception of several web site information characteristics, including information specificity, can be affected by these features. Moreover, web sites provide job seekers with a more dynamic experience that unfolds over time, requiring more interaction with recruitment media rather than does the passive receipt of information typical of recruitment media such as print (newspaper) advertisements (Coyle & Thorson, 2001). These important differences between traditional recruitment media and web-based recruitment media have prompted calls from several scholars (e.g., Highhouse & Hoffman, 2001; Lievens & Harris, 2003) for research investigating the specific context of internet recruitment. While it can be argued that certain design characteristics, such as images and color, can affect one's perception of a web site, research suggests that most Fortune 500 companies are very similar in these dimensions and differ more significantly in the area of information characteristics (Cober et al., 2004) and presentation of the information (Dineen, Ash, & Noe, 2002).

Williams (1974) argued that to understand the uniqueness of television as a communications technology, one needs to analyze not only its content, but also the way television presents its content (such as the way different types of content can be presented in

sequence). By extension, the same analysis can be applied to the uniqueness of web-based recruiting. Researchers now agree that there is a distinction between web site information content and design (Robbins & Stylianou, 2003). I suggest that similarly, in order to understand fully the mechanism of web site information presentation, we must separate the three web site dimensions: 1) the information itself, 2) design features, and 3) the way the information is presented. While it is possible for an unusual web site design to change one's perception of an organization, for the purposes of this study design features including graphics, animation, fonts, and color will not be considered part of the web site information content. The third dimension involves orientation of the web site as well as navigability/usability, which will be discussed in a following section.

The first independent variable in the model is web site information specificity. As a result of the growth in the use of web sites as organizational recruiting tools, a number of relevant research questions have been examined (Allen, Mahto, & Otondo, 2007; Allen, Van Scotter, & Otondo, 2004; Lang et al., 2002). One such question, though fundamental in nature, has been the focus of many studies within the information technology, management, communication, and CMC (Computer-mediated Communication) literature. This question relates to information content characteristics and what (if any) effects these characteristics may have upon outcomes, including behavior, perceptions, and attitudes.

A number of studies on web site communication in large organizations have examined Fortune 500 companies. Over 82% of Fortune 500 web sites provide information on their corporate social performance (CSP) policies (Feldman & Klaas, 2000). Other studies show that applicants are affected by CSP information provided by certain organizations (Greening & Turban, 2000) as well as other types of information, including financial information,

employment opportunities, corporate information, and training and development (Robbins & Stylianou, 2003). The dimension of specificity as it applies to each of the information content types has been studied in the interview literature and is perhaps relevant here. For example, Maurer et al. (1992) found that specific information concerning characteristics of the organization and/or job offering significantly affects a job seeker's decision to interview with the employer.

Web site studies have begun to focus not only on the information content component, but also on the overarching dimension of information specificity. Research dating back to Belt and Paolillo (1982) and Mason and Belt (1986) indicates that specificity of job qualifications screens out unqualified job applicants. In addition, research also shows that company representatives or recruiters affect applicants' attraction to organizations, in part by providing specific job and organizational information (Barber, 1998). Also, Turban & Dougherty (1992) found that perceived recruiter informativeness is positively related to applicant's valence perceptions (motivation).

Cable and Graham (2000) found that different sources of information accessed during anticipatory socialization lead applicants to overestimate, underestimate, or accurately perceive a company's cultural values, suggesting that the source is important. If we apply this to web-based recruiting, it seems logical to suggest that the characteristic which is highly variable is not the source of information (primarily because the information source, the organizational web site, is constant) but rather the degree of *information specificity*. By conceptualizing a web site as a source of information for an applicant, we can, by extension, suggest that different organizations will have different degrees of specificity in the information provided to job applicants. Since a web site is the primary mechanism whereby potential applicants investigate the organization and

attempt to experience "how it would be" to work for the organization, we can see that there is a need to develop a better understanding of how web-based information characteristics such as specificity might affect a potential job applicant's perception. The same type of rigor can be applied to the analysis of web content as is used by recruitment researchers when analyzing print ads. Specificity would include (but not be limited to) the degree of detail concerning the job itself, benefits, organizational values, expectations, and career opportunities.

Navigability/Usability of Web Site

Cober el al.'s (2004) model of web site recruitment suggests that attitude toward the web site is a proximal predictor of applicant attraction. Web usage by organizations and job seekers for recruitment purposes has grown exponentially over the past few years, exceeding predicted growth rates (e.g., experts predicted growth to 200 million sites by the year 2005 while actual growth exceeded 600 million sites) (Allen, at al., 2007). The number of actual web pages linked to web sites has increased even more, with existing web sites continuing to add pages. Given the scope of this growth, and the research that suggests that applicant attraction has been found to be affected by elements of web sites, the measure of what users want in a web site is an important area of study because it is the primary interface for net-enabled businesses, information provision, and recruitment and promotional activities (Straub & Watson, 2001). The web has become an increasingly essential interface and organizations are focusing more on tailoring specific functions to be carried out via their web pages, such as informing applicants of job openings, actively recruiting qualified applicants, and hosting software to screen resumes and biodata (Capelli, 2001).

Nielson (2000) suggests four essential principles for web design: navigation, response time, credibility, and content. Hong and Kim (2004) developed a model for evaluating web sites

based on architectural principles, using the following criteria: internal reliability, external security, useful content, usable navigation, system interface, and communication interface. Additional academic work has been done by researchers within the marketing field, investigating web site attributes and features and the corresponding effects on consumer's attitudes and behaviors (Kim & Kim, 2006; McKinney, Yoon, & Wakefield ; Stocks, & Wilder, 2004; Zahedi, 2002). However, other researchers have found that navigation can subsume and directly affect some of the other design principles (information content, for example) and other features including usability (Tidwell & Walther, 2003). For my study, I will consider navigability to be a component of usability, using Venkatesh's (2000) conceptualization of navigation as an element that allows users to acquire more of the information they are seeking and makes the information easier to find.

Web site Orientation: Recruitment versus Selection

Recognizing the distinction between a recruitment-oriented web site and a screening-oriented web site is important because the different orientations may influence potential job applicants' primary attraction to the organization (Williamson, Lepak, & King, 2003). Spence (1973) suggested that signaling theory explains why decision makers, when faced with uncertainty and incomplete information, use what information they do have as their bases for inferences about missing information. Since job seekers typically have limited information about the job as well as the organization, they are likely to use the actions of the organizations during the recruitment process as signals of important aspects of employment opportunities (Rynes, 1991). During this time, and based on their interpretation of the signals, job seekers may develop inferences about the probability of receiving (or not receiving) a job offer from a firm, as well as possible characteristics of the organization (Rynes, 1991).

Research within the employment interview literature suggests that job seekers respond more favorably to organizations utilizing a recruiting-orientation as opposed to a screening-orientation (e.g., Barber, 1998; Turban, Forret, & Hendrickson, 1998). Williamson et al. (2003) found that web sites adopting a recruiting-orientation were viewed more favorably than screening-oriented web sites primarily because job seekers perceived recruiting-oriented web sites as containing more useful information than screening-oriented web sites. Also, dual-purpose (both screening and recruitment) web sites were perceived by job seekers as containing more content and having more usefulness than screening-oriented web sites.

In the context of web based recruitment, this might suggest that the orientation of recruitment web sites serves as a signal to job seekers to differentiate between companies and shape their perceptions of organizational attractiveness (Breaugh, 1992; Williamson et al., 2003). Organizations adopting a recruiting-orientation, as opposed to a screening orientation, attempt to gather less disqualifying information from applicants and tend to provide applicants with more favorable and more detailed information about their company (Stephens, 1998). Applicants may then interpret this as a favorable indication of their chances at obtaining a job offer from a firm. Correspondingly, organizations which have more of a screening-oriented web site may be more likely to require applicants to apply online thus indicating a high degree of selectiveness, thereby decreasing the applicant's job offer expectations and reducing motivation to pursue employment with the organization (Venkatesh, 2000). Screening-oriented web sites may increase the rate of applicant self-selection also.

Job seeker's perception of the organization

Person-Organization Fit

One of the person-organization fit models that have stimulated much empirical research is Schneider's attraction-selection-attrition (ASA) framework (Schneider, 1987). This framework describes the mechanism of mutual adaptation between the applicant and the organization (Van Vianen, 2000). People are not randomly assigned to organizations; rather, they select themselves into and out of an organization. First, people find organizations attractive as a function of their judgment of the congruence between the characteristics of the organization and their own characteristics (Cable & Judge, 1997). The next step in the matching process is the selection procedure through which those people, who have the attributes that the organization desires, are hired. Finally, once people become integrated into the organization and find that they do not fit the work environment, they will be more likely to leave (Kristof-Brown, 2000).

A distinction is generally agreed upon between two forms of fit: person-job fit (P-J) and person-organization (P-O) fit (Rynes & Gerhart, 1990). P-J fit is typically operationalized as the match between employees' knowledge, skills, and abilities (KSAs) and job demands (Caldwell & O'Reilly, 1990), whereas P-O fit is more frequently conceptualized and measured as individual-organizational value congruence (Cable & Judge, 1997). For this study, I've chosen to focus on P-O fit, because in the context of web site recruiting it may be more likely that job seekers are focused on P-O fit dimensions (e.g., the employee-centered culture of the organization) rather than the specific P-J fit attributes (e.g., skills necessary for the position).

These findings suggest that a job seeker using web sites for information gathering may make value judgments about the organization. Research shows that information specificity

refers to the content and the type (e.g., specific or personally detailed) of information provided (Ployhart et al., 1990). Studies have consistently demonstrated the positive effects of providing specific and detailed information on recruitment outcomes (e.g., message explanation adequacy and recruitment effectiveness) (Greenberg, 1993). By extension, web site information can be considered a specific type of explanation of organizational attributes such as policies, workplace values, organizational goals, and compensation.

Research on job advertisements shows that initial application decisions are influenced by information about the job or organization, such as the level of pay and benefits, and the location of the work (Barber & Roehling, 1993). Job ads that contain this information are even capable of partially countering the effects of negative publicity about a company on individuals' attraction to the organization (Van Hoye & Lievens, 2005). Potential applicants are also influenced by the specificity of the required communications (Mason & Belt, 1986), information pertaining to organizational image (Belt & Paolillo, 1982; Gatewood, Gowan, & Lautenschlager, 1993), and the amount of information contained in the job ad (Yuce & Highhouse, 1998). These studies have contributed to the scientific understanding of how the content of job ads can affect applicant attraction.

Keeping this research in mind, we now consider Schneider's (1987) attraction selection attrition paradigm and Behling et al.'s (1968) subjective factors theory which is a more complex view of attraction, suggesting that applicants seek a fit with the organization (P-O fit) (e.g., Cable & Judge, 1997, 1996; Judge & Bretz, 1992; Kristof, 1996). Applicants are proposed to interpret characteristics of the job, organization, and recruiter in light of their own needs and values to determine fit (Chapman et al., 2005). In other words, applicants' perceived fit results

from their appraisal of the interaction between their personal characteristics and needs and job organizational characteristics and supplies (Kristof, 1996).

Cober et al. (2003) found that as the perception of amount of information content of web sites increases (content including compensation, organizational culture, and training opportunities), attraction to the organization increased. By extension, then, it seems logical to suggest that web sites that provide specific information which give the job seeker details about career possibilities, training programs, and cultural values, should be related to high P-O fit perceptions. Furthermore, the relevant variable may not be actual specific information, but rather perceived specific information. By this distinction, we are recognizing that each applicant has his or her own definition of specificity.

Hypothesis 1: Perception of the level of information specificity on an organization's web site will be related to the job seeker's perception of P-O fit.

Additional web site characteristics have the potential to affect a job seeker's perception of organizational culture and also perceptions about P-O fit with an organization. For example, a web site that is difficult to navigate may result in less information being available to the job seeker as well as presenting inaccurate impressions of organizational culture (Venkatesh, 2000). In this situation, the job seeker may feel a lower degree of P-O fit due to less information.

Usability is a critical metric for assessing the quality of an organization's web site and is now often used interchangeably with the term navigability (Gonzalez & Palacios, 2004). Microsoft initially developed a set of heuristic guidelines (the Microsoft Usability Guidelines, or MUG) which were currently widely accepted as the industry standard. These guidelines were organized around five major categories including content, ease of use, emotion, promotion, and made-for-the-medium. More recently, the Technology Acceptance Model (TAM) has been a

more widely used model for describing information technology usage behaviors, and is more useful when integrating several contextual variables (McFarland & Hamilton, 2006). These variables will be discussed in the following section.

The theoretical foundations for the TAM is Fishbein and Ajzen's (1975) theory of reasoned action (TRA). The TAM adopted the generic (TRA) model to the particular domain of user acceptance of computer technology, replacing the TRA's attitudinal determinants with a set of two variables, perceived ease of use (PEOU) and perceived usefulness (PERUSE) (Igbaria, Guimaraes, & Davis, 1995). PEOU is defined as "the degree to which a person believes using a particular system would be free of effort" and PERUSE is "the degree to which a person believes that using a particular system would enhance his or her job performance" (Davis, 1989). When applied to a particular web site as the "technological system", one component of PEOU could be navigability of the web site, or in this study, the job seeker's perception of navigability/usability.

Research on technology use shows that perceptions of usefulness are a primary determinant of attitudes about a web site (Davis, 1989) and usability and navigability have been linked to the attitudes job seekers develop toward a web site (Cober et al., 2005; Nielson, 2000). By extension, I suggest that one such attitude is perception of P-O fit. Furthermore, research has shown that the amount of information presented on a firm's web site is positively related to attitude toward the web site (Allen et al., 2007). Again, I suggest that similarly, a job seeker using a firm's web site to learn about the organization, who in fact perceives it to have a high level of navigability/usability, will be likely to be able to find information about the organization that they individually use to determine fit.

Thus, I suggest:

Hypothesis 2: Perception of navigability/usability of an organization's web site will be related to the applicant's perception of P-O fit.

Organizational Culture

The concept of organizational culture is often intertwined closely with the concept of ideology at the organizational level of analysis, which is seen in Schein's (1992) definition of organizational culture: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration." Comparing this to Beyer's (1981) definition of ideologies as "relatively coherent sets of beliefs that bind some people together and that explain their worlds in terms of cause-and-effect relations", we see that as a system of shared beliefs, an organization's ideology shapes actions within the organization. One approach to understanding organizational culture preferences (OCP) is to use a comparative analysis to examine culture preferences with actual organizational culture. Research has repeatedly indicated the importance of job seeker's and employee's organizational culture preferences in predicting their job choice decisions (Kristof-Brown et al., 2001; Judge & Bretz, 1992; O'Reilly et al., 1991). However, some research suggests that this profile comparison process discards information on the direction of misfit and relies on the assumption that each dimension of fit contributes equally to the overall construct (Edwards, 1993). In other words, fit direction is not considered separately. For this study, because the job seeker is the only source of fit information, the OCP measure may not be appropriate.

Another way in which to assess organizational culture is the use of the Competing Values Framework (CVF). The CVF was first developed by Quinn and his colleagues in a series of conceptual papers and empirical studies during the late 1970's and early 1980's. Their best-known model shows that differences among the many effectiveness criteria in management

literature can be best understood when they are organized along two axes; one axis is the internal/external continuum, which reflects whether an organization focuses its attention inward, toward its internal dynamics, or outward, towards its external environment. The second axis is the flexibility/control continuum that represents how the organization handles its internal components while simultaneously meeting the external challenges of competition, adaptation, and growth (Kalliath, Bluedorn, & Gillespie, 1999).

The resulting four quadrants represent a set of valued outcomes and corresponding managerial ideology about how to attain them (Zammuto et al., 2000). These quadrants representing desired outcomes and ideology have been shown to reflect other aspects of organizations, such as strategy implementation (Bluedorn & Lundgren, 1993).

For this study, this measure seems appropriate to utilize for several reasons. First, it seems likely that job seekers can recognize many organizational values by examining information on an organization's web site. Applicants may determine that differences exist in how strongly the organization espouses particular values, and can make an assessment of how flexible or controlling the organizational culture appears to be. Applicants may also form perceptions about whether or not the information suggests an inward or outward organizational focus. The use of the CVF allows applicants to succinctly evaluate organizations on the four competing value sets: internal process, open systems, rational goal, and human relations (Kalliath, Bluedorn, & Gillespie, 1999). Next, the job seeker will cognitively compare this assessment to his or her own preferences and this cognitive mechanism will result in a perception of P-O fit.

The final web site characteristic is recruitment/selection/dual orientation. This characteristic is hypothesized to have an effect on the applicant's perception of the

organizational culture; in particular, whether the organization values structural flexibility or structural control, and whether the organization has an internal or an external focus. Research on job choice, recruitment, and applicant reactions suggest that organizational perceptions are important because they may influence applicants' decisions about joining the organization (e.g., Macan et al., 1994; Turban & Keon, 1993). Thus, organizational perceptions are important to understand and determine which, if any, web site characteristics may influence them in a positive or negative manner. As Williamson et al. (2003) suggested, the additional characteristic of recruitment/dual web site orientation can also influence an applicant's perception of organizational attraction.

For example, recruiting-oriented interviews are thought to provide more positive and detail oriented information than screening-oriented interviews (Dipboye, 1992; Stevens, 1998; Taylor & Sniezek, 1984). Dual-purpose interviews, considered to both screen and recruit applicants, are thought to provide a greater level of information than either recruitment-oriented or screening-oriented web sites (Barber et al., 1994).

I suggest taking this one step further and propose:

Hypothesis 3a: A web site's recruitment-orientation will be related to the applicant's perception of a human relations or open systems organization.

Hypothesis 3b: A web site's selection-orientation will be related to the applicant's perception of an internal process or a rational goal organization.

Hypothesis 3c: A web site's dual-orientation will be related to the applicant's perception of a human relations or open systems organization.

Williamson et al. (2003) suggested that attraction is increased due to the applicant's perceived ease of use of recruitment-orientation web sites as opposed to selection-orientation

web sites. Given the rapid acceptance of highly technical web sites by many organizations and the corresponding skill of users, I would suggest that the underlying mechanism behind applicants' preference for recruitment-oriented web sites is information content-driven (e.g., specificity) rather than usability-driven.

When considering information about an organization on such "soft" issues such as values, we often immediately consider P-O fit. The concept of P-O fit has received much attention by academics and practitioners alike, and most organizations today believe that P-O fit is a key concept to maintaining a committed workforce (Kristof, 1996). Much of the recent interest in P-O fit can be traced to the attraction-selection-attrition (ASA) framework, which suggests that individuals and organizations are attracted to each other based on similar values and goals (Schneider, 1987). Consistent with this ASA framework, research has shown that job applicants self-select into organizations based on perceived P-O fit (Cable & Judge, 1996, Tom, 1971) and that interviewers often use their assessment of P-O fit when evaluating and hiring job applicants (Cable & Judge, 1994; Rynes & Gerhart, 1990). Although there is discrepancy between the direct measurement of perceived fit, and the indirect measurement of actual person-organization fit (e.g., Van Vianen, 2000; Kristof, 1996), I have suggested that the variable in this study is the applicant's perception of P-O fit since the sample is comprised of job seekers, rather than current or former employees. Furthermore, I am replicating prior research in that P-O fit is related to attraction; in this study; the context is unique in that it exists in the web-based environment. Thus:

Hypothesis 4: Perception of P-O fit is related to the job seeker's attraction to the organization.

Job Seeker Self-Efficacy

A number of applicant characteristics are expected to moderate the relationship between recruitment messages and outcome variables such as P-O fit and attraction to the organization (Meglino et al., 1989; Turban & Dougherty, 1992). Personality characteristics including self-esteem have been studied frequently; however, the nature of web-based recruiting suggests that self-efficacy may play a significant role in applicant's pursuit of organizational information. This is in part due to the three critical characteristics of self-efficacy, as described next.

According to Martocchio and Dulebohn (1994) self-efficacy is one's belief (1) in his or her capability to produce an outcome rather than an assessment regarding the impacts of the outcome. Next, self-efficacy's focus (2) is on overall results rather than component level skills. Finally, self-efficacy is a judgment (3) of "what one can do" in the future rather than an assessment of "what one has done in the past".

Within the self-efficacy literature, two distinct measures have evolved; task self-efficacy and individual self-efficacy (Pajares, 2001). Bandura (1984) wrote that individuals possess a self system that enables them to exercise a measure of control over their thoughts, feelings, and actions. This system houses one's cognitive and affective structures and includes the abilities to symbolize, learn, plan, regulate one's own behavior, and engage in self-reflection. He considered self-efficacy to be one of the most important self-systems that includes "beliefs in one's capabilities to organize and execute the courses of action required to manage prospective situations". The construct of self-efficacy has been tested in varied disciplines and settings and has received support from a variety of diverse fields. Within the context of information

technology acquisition and utilization, self-efficacy is playing a larger role (Dineen et al, 2002). Findings support Debowski et al.'s (2001) contention that efficacy beliefs mediate the effect of skills or other self-beliefs on subsequent performance by influencing effort, persistence, and perseverance in academic studies as well as CMC studies.

One application of the concept of self-efficacy to the task of web site information utilization might be that individuals with a high degree of self-efficacy believe that they can utilize their own skills and capabilities to obtain their own level of information personally necessary to learn about the organization via the web site to determine fit. Additionally, individuals with a high level of self-efficacy may be less deterred, or less affected by web sites that they perceive to be low on specificity or low on navigability/usability, and may believe that their skills will enable them to make up for these perceived deficiencies. Thus, I suggest that individuals high in self-efficacy may determine fit with an organization regardless of the characteristics of the web site information, or:

Hypothesis 5a: Individual self-efficacy will moderate the relationship between web site characteristics and the applicant's perception of the organization (P-O fit and culture) such that the relationship between web site information and the applicant's perception of the organization will be weaker for high self-efficacy individuals.

Research focusing on the acceptance of and use of information technology has found computer self-efficacy to be a significant predictor of the utilization of information technology (Compeau & Higgins, 1995). By extension, job seekers who strongly believe that using the Internet to search for a job increases their odds of finding an attractive position will likely develop more positive perceptions of organizations that recruit via their web site than job seekers who have low outcome expectancy about web-based job searches (Willliamson et. al., 2003).

Computer self-efficacy is one's belief that he or she is capable of using a computer to complete a task, without regard to the task's difficulty or consequence (Davis, 1989). Thus, job seekers with low computer self-efficacy may be less likely to form accurate cultural evaluations of the organization due to an inability to obtain relevant information from the web site. The nature of web site information gathering is such that the information is only obtained when an applicant browses the organization's website. Furthermore, applicants who are low in their belief that they can persist and acquire the information they desire may be less likely to pursue the information gathering. Thus, the applicant's perception of P-O fit and organizational culture may be affected by this lack of information. Thus, I suggest:

Hypothesis 5b: Computer self-efficacy will moderate the relationship between web site characteristics and the applicant's perception of the organization. The relationship between web site information and the applicant's perception of the organization will be stronger for individuals high in computer self-efficacy.

Reducing uncertainty about the organization and/or the job is the primary reason stated by most job seekers who use web sites as a starting point to collect information (Dineen, 2003). Drawing upon the prior discussion on how uncertainty may affect an applicant's cognitions and behaviors including information seeking, and given that differences exist in the way in which applicants manage uncertainty, it seems logical to suggest motivation to reduce uncertainty may affect the relationship between web site characteristics and perception of the organization. For example, individuals high in motivation to reduce uncertainty may be more affected by higher levels of perceived specificity on an organization's web site, as they were more motivated to reduce their uncertainty by seeking information (one of the uncertainty reduction strategies that comprises motivation to reduce uncertainty).

Therefore:

Hypothesis 5c: Motivation to reduce uncertainty will moderate the relationship between web site characteristics and the applicant's perception of the organization. The relationship between web site information and the applicant's perception of the organization will be stronger for individuals high in motivation to reduce uncertainty.

Similarly, I suggest that self-efficacy and computer self-efficacy will directly affect the applicant's perception of the organization. Individuals high in general self-efficacy tend to believe in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over given events (Bandura, 1984). For these individuals with high self-efficacy (general, computer, or both), then, I suggest they will perceive a higher P-O fit with the organization, or:

Hypothesis 6a: Self-efficacy will be positively related to the applicant's perception of P-O fit.

Similarly, individuals higher in computer self-efficacy are more likely to hold the requisite technological skills necessary to obtain the information necessary to deal with their own level of uncertainty about the organization and will be likely to form higher perceptions of P-O fit. Thus:

Hypothesis 6b: Computer self-efficacy will be positively related to the applicant's perception of P-O fit.

Furthermore, a job seeker's motivation to reduce uncertainty will also directly affect the applicant's perception of the organization. I suggest that it is not simply the motivation that will affect perceptions, but the strategy utilized by job seekers to deal with their uncertainty. In line with Kramer's TMU theory (2004), I suggest that job seekers who tolerate uncertainty may not

use web-based information to seek information, but their perception of fit with an organization may be high because they don't "need" information as others might. However, job seekers that reduce uncertainty by having imagined conversations (for example, thinking about what an individual in the organization would likely reveal if the job seeker asked particular questions) or that seek information (assimilate) using the web site may develop a higher level of P-O fit. So the strategy utilized may differ, but the end result will be a higher perception of P-O fit. Thus:

Hypothesis 6c: The use of uncertainty reduction strategies (tolerating uncertainty, denying uncertainty, assimilating uncertainty, accepting uncertainty, and having imagined conversations) will be positively related to the applicant's perception of P-O fit.

Hypothesis 6d: Motivation to reduce uncertainty (MRU) will be positively related to the applicant's assessment of P-O fit.

Research on organizational familiarity suggests that job seekers' employer knowledge can influence how they process and pursue information about the organization, whether they may accept jobs with the organization, and what they may expect from the organization (Cable & Turban, 2001). It is widely recognized that applicants who are familiar with an organization will be more likely to hold positive beliefs about the organization and are often more attracted to the organization. In fact, several studies suggest that firms viewed as familiar are also assumed to offer positive terms of employment (e.g., market-based pay, benefits, security) (Collins & Stevens, 2002). It follows, then, that job seekers who are familiar with an organization may be less affected by information on the web site or the orientation of the web site due to previously formed beliefs. Thus, the following two hypotheses:

Hypothesis 7a: Familiarity with the organization will be positively related to the applicant's perception of P-O fit.

Hypothesis 7b: Familiarity with the organization will moderate the relationship between web site characteristics and the applicant's perception of the P-O fit such that for those with high familiarity, there will be less of a relationship between web site characteristics and perception of P-O fit.

Past research has shown that industry type is related to an applicant's attraction to the organization, and can have an effect on the relationship between an applicant's perception of an organization and the corresponding attraction. Logic tells us that while an applicant may have a positive perception of an organization, if the organization's industry is not a desirable one based on their projected educational aspirations or simple personal preferences, the applicant should not be attracted to the organization.

Thus, I offer the following hypotheses:

Hypothesis 8a: Industry desirability will be positively related to the applicant's attraction to the organization.

Hypothesis 8b: Industry desirability will moderate the relationship between the applicant's perception of the organization (P-O fit and culture) and attraction to the organization such that for undesirable industries, there will be less of a relationship.

CHAPTER THREE

METHODS

Pilot Study

A pilot study was conducted with Radford University Marketing and Management students in two classes, Internet Marketing and Human Resource Management. The purposes of the pilot were to improve survey items, to determine whether the web sites used in the dissertation study differ enough from one another concerning the independent variables, and to test additional web site characteristics. A total of 112 students participated.

In order to select websites for the pilot study, two independent persons first examined web site descriptive narratives previously provided from University of Missouri and Radford University students as part of an extra credit project. From this sample, the independent persons were instructed first to "group" the narratives into industries, and three clusters emerged: communication/technology/IT, finance/banking, and management/marketing. Next, from within each cluster, they were instructed to each select three web sites, one of which would be familiar to most students (i.e., any organization with an image such as Nike) in order to test for possible mediating or moderating relationships with organizational familiarity. The two independent persons were instructed to include web sites that had highly variable career web pages and varied significantly with respect to six additional web site characteristics suggested in the computer-mediated communication literature (Ventrikaman, 2002). These additional characteristics are web site organization, information redundancy, information reliability, appropriateness of format, level of detail or aggregation, and degree of interactivity.

Combining the resulting eighteen web sites and eliminating overlap produced a list of fifteen web sites, five in each of the three categories. One web site within each of the three categories was a "familiar" organization.

The pilot study was conducted in a computer lab setting at Radford University. After students logged on to their e-mail, they clicked on a link that sent them to a web-based survey constructed by the author. After being assigned a password and unique identification number, the students were directed to read the consent form (within the survey) and indicate that they agreed to the terms of the consent form by checking the box. The survey was structured such that if the box was not checked, the participant could not continue.

Next, a brief overview and instructions were given. The survey directed all participants to fifteen different web sites, one at a time, and after visiting each web site for a period of ten minutes, participants were directed to answer the related survey questions as presented on the on-line survey.

All participants were instructed to spend time learning about the organization and all job opportunity information, and were instructed to answer the survey questions immediately following each web site visit before moving on to the next web site. Thus, each student evaluated each web site, yielding one set of fifteen observations per participant. The web sites represented organizations that would be desirable as an employer to these business students, given the homogeneity of the sample. The average length of time taken for the participants to evaluate all fifteen web sites and complete the corresponding portion of the survey was approximately two hours and forty minutes.

Comparative statistics as well as analysis of variance were performed on the pilot study participants' results in order to best determine the selection of web sites for the primary study.

Of the web sites with the highest variance, the four selected were the two with the highest level of "familiarity" and the two with the lowest level of "familiarity".

Primary Study: Sample and Setting

The participants in the study were junior and senior-level students from similar departments at two different institutions, the College of Business at the University of Missouri and the College of Management and Marketing at Radford University. The sample size originally was targeted to be approximately 400 participants with approximately 200 students from each university, but ultimately the N was 731 students, with 410 from Radford University and 321 from the University of Missouri. In addition, the sample was targeted to be homogeneous with respect to technological abilities, experience, age, and industry desirability (i.e., only business students were used), which is advantageous to the study in order to minimize the possible moderating effects of these variables.

Procedures

Based on the results of the pilot study, the four websites that had high variability within the independent variables were selected and the web site addresses of the four organizations used were as follows:

www.nrvinc.com

www.diebold.com

www.bankofamerica.com

www.gapinc.com.

Participants received a brief verbal description of the study by the author while in class as well as being shown how to navigate through the survey, and were sent an e-mail with a link to the RU-server hosted Web Survey after class. To encourage responses, participants were

guaranteed extra credit points. Participants were assured that their participation and responses would be strictly anonymous, and a disclaimer and informed consent statement were included at the beginning of the survey. One important feature of the survey was set up to indicate that if the participant did not agree to the informed consent, he or she would be immediately taken to a page that thanked them for their time and exited them from the survey.

Participants were directed to enter their unique ID number that had been assigned to them in their initial email and check the box indicating agreement to the informed consent statements. The survey next collected demographic information as well as industry preferences, and several scales were administered which measured participants self-efficacy, computer self-efficacy, and uncertainty reduction strategy preferences. The web-based survey "forced" the students through the questions one by one, with skip patterns embedded such that their answer to a question was incomplete or incorrect, the subsequent question would not load. Other skip patterns included a different mode for those participants not currently involved in a career job search so that those participants did not have to answer those questions which did not pertain to them.

After completing the section collecting demographic information, the participants were then directed to open a new browser window and insert the *URL* of the first organization, (e.g., www.nvrinc.com). The survey directions indicated that participants were to visit this web site as though they were collecting information to determine if this organization is one with which they would be interested in pursuing a career opportunity. After the participant spent the suggested ten minute minimum viewing information, they was directed to return to the survey and complete the next section concerning specificity, navigability/usability, recruitment/selection orientation, P-O fit perceptions, cultural perceptions, familiarity measures, and attraction to the organization. The survey was continuous, meaning that after completion of the last question, the

following line in the survey contained the *url* for the next web site to visit. Participants were advised to use the same browser window that contained the *URL* of the prior web site that the participant was searching in order to keep the web-based survey active. After all web sites were evaluated, the participant was directed to hit the submit button. The final page of the survey took the participants to a different screen that thanked them for their participation and included a question offering to send results of the project if the students desired them. These data were collected in the form of e-mail addresses.

Web sites were randomly ordered for presentation to participants in order to avoid certain biases including primacy effects, recency effects, and contrast effects.

Measures

To date, most field studies of recruitment practices have examined their impact using between-subjects designs, that is, by correlating job seekers' perceptions of a single organization's practices with their reactions to that organization (Collins & Stephens, 2002). However, by only asking job seekers to evaluate one organization, the between-subjects approach may fail to capture the larger context in which multiple options are considered. Considering the possible impact of how uncertainty may affect a job seeker's perceptions of organizational attributes, a different design may be useful. Because organizations do vary widely in the dependent measures of web site characteristics, a between-subjects only approach may restrict the accuracy of the results.

Olian (1986) suggested that within-subjects designs are optimal when researchers want to evaluate decision making that involves simultaneous evaluation of multiple options. When conceptualizing the amount and type of information that an applicant must be processing while

visiting a web site, as well as the level of uncertainty increasing, decreasing, and possibly continuing to change, it seems logical to use this methodology.

Web site characteristics

Specificity: An adaptation of one of Robbin and Stylianou's (2003) classification system items was used, a question referring to perception of information content. The item used was "How specific does this organization's web site information appear to be?" (1= not at all specific to 7=very specific).

Navigability: Perceptions of web site navigability/usability, rather than actual navigability/usability, was the independent variable in this study. Thus, the sample items adapted from Vankatesh and Davis (1996) included "I could easily find what I wanted on the web site", "I found the web site to be very organized," and "The web site had redundant information" (1=strongly agree to 7=strongly disagree). The alphas across the four organizations ranged from .82 to .83 (see also Tables 1-4).

Web site orientation. This variable was assessed using the Williamson et al. (2002) classification of orientation as selection-oriented, recruitment-oriented, or dual-orientated. Following Williamson et al., orientation was assessed using a three-item scale (1=strongly agree to 7=strongly disagree) including "The organization's web site appeared to be recruiting applicants", "The organization's web site appeared to be screening applicants", and "The organization's web site appeared to both recruit and screen applicants."

Familiarity with organization. To measure familiarity, I first defined it to participants as "….. knowing at least some significant information about the organization other than name recognition only, such as studying the organization in a class". The definition was presented before the familiarity scale so participants did not simply react to name familiarity. Responses

were measured on a Likert scale ranging from 0= no familiarity with the organization to 7=very familiar with the organization.

Web site characteristics. This variable was a composite of specificity, navigability/usability, and recruitment-orientation (versus selection-orientation). Alphas ranged from .72 to .81 for the four organizations.

P-O fit. Participants' subjective perceptions of the fit between their values and the organizational values (as they perceived them from the web site) were measured with two items. One item is Cable and Judge's (1996) "To what degree do you feel your values "match" or fit this organization and the current employees in this organization?" One other item was modified from previous P-O fit research (Kristof-Brown et al., 2001): "To what extent do you believe your personal values and your perception of the organization's values fit together?" The alpha ranged from .73 to .80.

Orientation of culture. Culture perceptions can be measured in a variety of ways. I used Kalliath et al.'s 16-item scale (1999) which is a modification of Quinn and Rohrbaugh's (1983) Competing Values Framework. This scale allows for isolating four dimensions of culture. The 16 items (e.g., innovation and change, human relations, teamwork and cohesion, new ideas, goal achievement) were presented as a list of organizational values that the participant was to evaluate "to what degree do you perceive that it is in operation and emphasized in the organization?" and were measured on a 7-point Likert scale (1=not valued to 7=highly valued). Alphas ranged from .87 to .88 for rational goal, .81 to .87 for internal process, .78 to .83 for open systems, and .83 to .86 for human relations.

Perception of the organization. This measure was a composite of three variables: P-O fit, open systems culture, and human relations culture. Since the three variables did not use the same

scaling, I first standardized each variable before forming the composite. This composite variable represents one's overall favorable perceptions of the organization. Alphas ranged from .72 to .77.

Applicant attraction. To measure overall attraction, I used one item adapted from previous P-O fit research (Cable & Judge, 1994; Cable & Turban, 2000): "Assuming that your skills and abilities matched a job opening in the organization, what is the likelihood that you would be attracted to the organization?" The item was measured on a six-point Likert scale (reverse-scored) ranging from "I definitely would be attracted to the organization" to "I definitely would not be attracted to the organization."

Self-efficacy. Generalized self-efficacy was assessed using sixteen items from Sherer's scale of self-efficacy (1982). Using a seven-point Likert scale (1=strongly disagree and 7=strongly agree), participants indicated how representative certain statements are about their behaviors and perceptions, including "When I set important goals for myself, I rarely achieve them", "One of my problems is that I cannot get down to work when I should", and "When I make plans, I am certain I can make them work." The coefficient alpha was .87.

Computer self-efficacy. This was assessed using five items adopted from the Compeau and Higgins' (1995) computer self-efficacy scale. Individuals were asked to indicate (via 7-point scales where 1= strongly disagree and 7= strongly agree) their confidence in their ability to use web sites on the Internet. The five items include: "I have mastered web site searching tasks", "I would like to do better at the skill of searching web sites for information", "I am certain I can find information on web sites", It is just not possible for me to be able to find the information I am looking for on web sites", and "I think I could get better at finding information on web sites." The coefficient alpha was .59.

Motivation to reduce uncertainty. Kramer's (2004) MRU was operationalized by the following five items measured on a 7 point Likert scale: "When I don't know something, I usually seek out something about it", "When I don't know something, this usually doesn't make me seek out more information….I just deal with it", "If I'm uncertain about something, I'll sometimes ignore it and act as though I do know it", "When I am unsure about something, I imagine a scenario in my mind, and then act on it', and "If I'm still uncertain about something, I'll usually just ignore it and move on." The coefficient alpha was .57.

Control variables. Past research has found gender and age differences in how people utilize different information technology (Gilroy & Desai, 1986; Ignatius & Ramayah, 2005; Schumacher & Morahan-Martin, 2001). In addition, experience has also been shown to affect technology utilization; thus demographic information was collected from each participant and included age, gender, level of education, years of schooling (college), major(s), amount of work experience (measured in months of full-time employment), internship experience, and hours worked per week.

Additional variables. Participants were asked to indicate their top two choices of industry in which they wish to work in upon completing their education and were also asked to indicate their preferences (1=undesirable to 7=highly desirable) to work in the two types of industries used in the study (financial and sales/marketing).

Analyses

Each survey participant analyzed four different web sites and thus four "sets" of data per participant were collected. Therefore the appropriate statistical procedure was to treat each set of observations on a web site as a separate "web site study" and first run the analyses on each study (e.g., Diebold, NVR Ryan Homes) separately.

Each "web site study", then, has results for 17 hypotheses (several hypotheses have multiple parts). In addition, hypotheses 3a, 3b, 3c, and 6c had to be run multiple times (due to inherent sub-hypotheses within these hypotheses). For example, there are five different uncertainty reduction strategies, so Hypothesis 6c had five sub-hypotheses.

After completing the correlations and regressions on each web site, the next step was to create a combined data set upon which the same analyses could be performed. This was done by taking the average of each variable across all four web sites (e.g., P-O fit) for each participant which created a new, "combined" data set (n=709), and the same correlations and regressions for the 17 hypotheses were performed on this new data set, hereafter referred to as "combined organizations" or "all organizations".

CHAPTER 4

RESULTS

In this chapter, I will first present the key descriptive statistics for the study variables, followed by the results of the statistical analysis for each hypothesis, and finally conclude with an overall summary of the results.

Tables 1-4 present the means, standard deviations, and intercorrelations among the study variables for each of the four organizations in the following order: Bank of America, Diebold, the Gap, and NVR Ryan Homes. Table 5 shows means, standard deviations, and intercorrelations for the combined organizations data set.

Some hypotheses are grouped according to the variables involved to facilitate ease of comprehension. For example, the hypotheses which involved P-O fit as the dependent variable are presented together (H1, H2, H4, H6a, H6b, H6c, H6d, and H7a). Also, moderated regression analyses results are grouped together for the reader's ease.

HYPOTHESES RELATING WEB SITE CHARACTERISTICS AND PERCEIVED P-O FIT

Hypothesis 1

Hypothesis 1: Perception of information specificity on an organization's web site will be related to the job seeker's perception of person-organization (P-O) fit.

Table 1

Means, Standard Deviations, and Intercorrelations among Study Variables for Bank of America, n=709

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1. Age	21.98	3.65	—																											
2. Gender[a]	1.52	.50	-.01	—																										
3. Years school (ed.level)	3.87	.66	-.01	-.01	—																									
4. Management major [b]	.71	.46	-.07	-.16**	-.03*	—																								
5. Marketing major [c]	.26	.44	.07	.20**	.04	-.91**	—																							
6. Internship semesters	.60	3.87	-.01	.04	.03	.02	-.03	—																						
7. Class standing	3.61	.60	.22**	-.02	.09*	.10**	-.13**	.07	—																					
8. Months employed	9.11	15.68	-.11**	-.02	-.03	-.11**	.11**	-.04	.04	—																				
9. Hours worked/week	5.03	2.50	.00	-.01	-.01	.00	.02	-.06	-.07*	-.06	—																			
10. Self-efficacy (SE)	5.44	.82	.13**	.04	.07	.00	-.05	.07	.10*	.11**	.00	(.87)																		
11. Computer SE	4.81	1.06	.01	-.05	-.01	.00	-.05	.06	.05	.03	-.03	.20**	(.59)																	
12. Motivation to red.unc.	3.93	.75	-.05	-.01	.05	-.05	.02	.07	-.06	-.06	.04	-.17**	-.02	(.57)																
13. Desirability fin. serv.	3.65	2.01	-.06	-.22**	.03	.29**	.33**	-.03	.06	.01	-.04	.13**	.06	-.01	—															
14. Desirability sales/mkt.	4.77	1.96	-.02	-.04	-.01	.23**	.24**	.04	.00	-.05	-.01	.07	.05	.00	.06	—														
15. Info. specificity	5.17	1.35	.00	.08*	-.03	.06	-.03	-.04	.03	-.05	-.04	.08*	.03	-.01	.03	.02	—													
16. Navigability/usability	4.79	1.28	.04	.11**	.02	.01	-.01	-.02	.01	-.04	-.07	.14**	.07	-.01	.01	-.02	.40**	(.83)												
17. Recruitment orient.	4.48	1.77	-.03	.12**	.06	.01	-.02	.05	.06	-.07	-.03	.01	.04	.07	.04	-.02	.21**	.37**	—											
18. Selection orient.	4.20	1.61	.08*	.03	.05	-.03	.00	.06	.05	.02	-.03	-.03	.01	.04	.08*	-.05	.12**	.21**	.60**	—										
19. Dual orientation	4.26	1.55	.00	.07	.05	-.02	.01	.06	.05	-.04	-.05	.00	.03	.07	.02	.00	.20**	.31**	.74**	.81**	—									
20. Web site char. score	4.69	.91	-.01	.12**	.03	.02	-.01	-.01	.03	-.07	-.06	.12**	.09*	.00	.01	.00	.80**	.83**	.56**	.26**	.47**	(.78)								
21. Perception of P-O fit	4.47	1.14	-.02	.03	.00	.13**	-.10**	-.02	.02	-.02	.02	.07	.02	.00	.22**	.02	.38**	.24**	.25**	.21**	.24**	.38**	(.73)							
22. Human relations	5.05	1.21	.00	.16**	-.04	.01	.02	-.02	.04	-.02	.03	.10*	-.03	-.02	.03	.04	.42**	.21**	.19**	.09*	.14**	.38**	.37**	(.86)						
23. Internal process	5.29	1.71	-.01	.15**	-.02	.01	.00	.00	.02	-.04	-.03	.09*	-.03	-.04	.02	.10**	.38**	.19**	.15**	.09*	.12**	.33**	.26**	.71**	(.85)					
24. Rational goal	5.43	1.19	-.01	.18**	-.04	.05	-.03	.00	.03	-.02	-.03	.10*	-.04	-.08*	-.01	.08*	.41**	.21**	.19**	.11**	.17**	.37**	.32**	.80**	.86**	(.88)				
25. Open Systems	4.71	1.17	-.01	.08*	-.10*	-.03	.06	-.01	.02	-.03	.01	.02	-.05	-.05	.04	.01	.33**	.16**	.18**	.16**	.17**	.30**	.33**	.77**	.58**	.66**	(.83)			
26. Perception of org.	.01	2.41	-.01	.12*	-.06	.04	-.01	-.01	.03	-.04	.03	.09*	-.04	-.03	.12**	.03	.48	.24**	.25**	.18**	.21**	.45**	.69**	.88**	.63**	.72**	.86**	(.74)		
27. Familiarity w/ org.	4.88	1.93	-.03	-.05	.01	.07	-.11**	.06	.02	.01	-.08*	.03	.11**	.01	.20**	.01	.05	.00	.04	.07	.10**	.03	.14**	.02	.02	.00	.03	.09*	—	
28. Attraction to org.	4.47	1.68	-.05	.00	-.01	.18**	-.14**	-.02	.01	-.06	-.01	.07	.02	-.02	.31**	.05	.36**	.22**	.23**	.20**	.24**	.36**	.77**	.31**	.22**	.26**	.30**	.56**	.14**	—

Note. [a]Gender is coded 1=Male, 2=Female

Note. [b]Management major dummy coded, all other majors as contrast group. [c]Marketing major dummy coded, all other majors as contrast group.

Note. *$p < .05$ (2-tailed). **$p < .01$ (2-tailed).

Note. [b]Management major dummy coded, all other majors as contrast group. [c]Marketing major dummy coded, all other majors as contrast group.

Note. Coefficient alpha values are placed along the diagonal in parentheses.

Table 2

Means, Standard Deviations, and Intercorrelations among Study Variables for Diebold, n=709

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1. Age	21.98	3.65	—																											
2. Gender[a]	1.52	.50	-.01	—																										
3. Years school (ed.level)	3.87	.66	-.01	-.01	—																									
4. Management major [b]	.71	.46	-.07	-.16**	-.03*	—																								
5. Marketing major [c]	.26	.44	.07	.20**	.04	-.91**	—																							
6. Internship semesters	.60	3.87	-.01	.04	.03	.02	-.03	—																						
7. Class standing	3.61	.60	.22**	-.02	.09*	.10**	-.13**	.07	—																					
8. Months employed	9.11	15.68	-.11**	-.02	-.03	-.11**	.11**	-.04	.04	—																				
9. Hours worked/week	5.03	2.50	.00	-.01	-.01	.00	.02	-.06	-.07*	-.06	—																			
10. Self-efficacy (SE)	5.44	.82	.13**	.04	.07	.00	-.05	.07	.10*	.11**	.00	(.87)																		
11. Computer SE	4.81	1.06	.01	-.05	-.01	.00	-.05	.06	.05	.03	-.03	.20**	(.59)																	
12. Motivation to red.unc.	3.93	.75	-.05	-.01	.05	-.05	.02	.07	-.06	-.06	.04	-.17**	-.02	(.57)																
13. Desirability fin. serv.	3.65	2.01	-.06	-.22**	.03	.29**	.33**	-.03	.06	.01	-.04	.13**	.06	-.01	—															
14. Desirability sales/mkt.	4.77	1.96	-.02	-.04	-.01	.23**	.24**	.04	.00	-.05	-.01	.07	.05	.00	.06	—														
15. Info. specificity	4.62	1.64	-.01	-.07	-.01	.04	-.03	-.03	.04	.06	-.07	.02	.10**	-.02	-.04	.02	—													
16. Navigability/usability	4.50	1.23	-.02	.04	.03	.00	-.02	-.01	.02	.06	-.02	.13**	.19**	.02	-.02	-.04	.49**	(.83)												
17. Recruitment orient.	4.48	1.70	-.05	.03	.04	.06	-.08*	-.01	.04	.01	.04	.06	.09*	.05	.02	-.04	.22**	.38**	—											
18. Selection orient.	4.37	1.59	-.01	-.03	.01	.01	-.03	.01	.06	.01	-.02	.06	.09*	.07	.04	-.09*	.21**	.33**	.59**	—										
19. Dual orientation	4.36	1.53	-.04	-.05	-.01	.03	-.05	.00	.04	.01	.01	.05	.08	.07	.02	-.08*	.27**	.37**	.73**	.79**	—									
20. Web site char. score	4.41	.97	-.03	-.02	.03	.02	-.03	-.02	.04	.05	-.03	.08*	.17**	.00	-.04	-.02	.86**	.83**	.52**	.34**	.51**	(.79)								
21. Perception of P-O fit	3.83	1.09	-.10*	-.10**	-.06	.03	-.04	-.04	-.02	-.01	-.01	.04	.09*	.00	.14**	.03	.41**	.32**	.27**	.21**	.29**	.45**	(.80)							
22. Human relations	4.78	1.56	-.12**	-.04	-.05	.02	-.03	-.07	.04	.00	.04	.04	.09*	-.04	.03	.02	.39**	.31**	.27**	.18**	.29**	.43**	.41**	(.85)						
23. Internal process	5.09	1.19	-.06	-.04	-.02	.00	-.01	-.05	.08*	.03	-.03	.10**	.05	-.04	.03	.06	.35**	.29**	.13**	.11**	.16**	.37**	.29**	.66**	(.85)					
24. Rational goal	5.38	1.19	-.08*	.03	.00	.01	-.02	-.08*	.09*	.03	.03	.10**	.06	-.07	.01	.05	.36**	.30**	.20**	.16**	.20**	.39**	.31**	.70**	.83**	(.88)				
25. Open Systems	4.86	1.15	-.03	-.02	-.07	.02	-.02	-.08*	.09*	.05	.02	.05	.09*	-.05	.04	.07	.36**	.25**	.19**	.13**	.20**	.37**	.38**	.80**	.68**	.73**	(.81)			
26. Perception of org.	.01	2.27	-.10*	-.07	-.08*	.03	-.04	-.08*	.04	.01	.01	.05	.12**	-.04	.06	.09*	.47**	.36**	.30**	.21**	.32**	.51**	.75**	.87**	.65**	.69**	.87**	(.72)		
27. Familiarity w/ org.	.87	1.63	.13**	-.07	-.04	-.05	.02	-.01	.02	.10*	-.04	-.02	.02	.03	.08*	-.05	.04	.04	-.07	.02	-.02	.02	.08*	-.04	-.06	-.07	-.02	.03	—	
28. Attraction to org.	3.64	1.60	-.04	-.13**	-.05	.03	-.05	-.06	.01	.02	-.01	.04	.07	-.02	.14**	.05	.40**	.29**	.24**	.20**	.24**	.42**	.69**	.36**	.24**	.25**	.33**	.57**	.02	—

Note. [a]Gender is coded 1=Male, 2=Female

Note. [b]Management major dummy coded, all other majors as contrast group. [c]Marketing major dummy coded, all other majors as contrast group.

Note. *$p < .05$ (2-tailed). **$p < .01$ (2-tailed).

Note. Coefficient alpha values are placed along the diagonal in parentheses.

Table 3

Means, Standard Deviations, and Intercorrelations among Study Variables for The Gap, Inc., n=709

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1. Age	21.98	3.65	—																											
2. Gender[a]	1.52	.50	-.01	—																										
3. Years school (ed.level)	3.87	.66	-.01	-.01	—																									
4. Management major [b]	.71	.46	-.07	-.16**	-.03*	—																								
5. Marketing major [c]	.26	.44	.07	.20**	.04	-.91**	—																							
6. Internship semesters	.60	3.87	-.01	.04	.03	.02	-.03	—																						
7. Class standing	3.61	.60	.22**	-.02	.09*	.10**	-.13**	.07	—																					
8. Months employed	9.11	15.68	-.11**	-.02	-.03	-.11**	.11**	-.04	.04	—																				
9. Hours worked/week	5.03	2.50	.00	-.01	-.01	.00	.02	-.06	-.07*	-.06	—																			
10. Self-efficacy (SE)	5.44	.82	.13**	.04	.07	.00	-.05	.07	.10*	.11**	.00	(.87)																		
11. Computer SE	4.81	1.06	.01	-.05	-.01	.00	-.05	.06	.05	.03	-.03	.20**	(.59)																	
12. Motivation to red.unc.	3.93	.75	-.05	-.01	.05	-.05	.02	.07	-.06	-.06	.04	-.17**	-.02	(.57)																
13. Desirability fin. serv.	3.65	2.01	-.06	-.22**	.03	.29**	.33**	-.03	.06	.01	-.04	.13**	.06	-.01	—															
14. Desirability sales/mkt.	4.77	1.96	-.02	-.04	-.01	.23**	.24**	.04	.00	-.05	-.01	.07	.05	.00	.06	—														
15. Info. specificity	5.12	1.32	-.01	.10**	.01	.06	-.02	.02	.02	-.03	-.02	.10*	.06	-.06	.00	.09*	—													
16. Navigability/usability	4.96	1.27	-.01	.12**	.06	-.01	.02	.02	.06	.03	.01	.10*	.09*	-.03	-.05	-.02	.38**	(.82)												
17. Recruitment orient.	5.24	1.64	-.02	-.02	.07	.07	-.07	.02	.07	-.01	.02	.07	.09*	.01	-.03	.04	.28**	.60**	—											
18. Selection orient.	4.55	1.58	-.01	-.07	.03	.03	-.04	.03	.06	-.01	.01	.02	.00	.05	-.01	-.03	.13**	.34**	.59**	—										
19. Dual orientation	4.70	1.53	-.02	-.02	.02	-.01	.00	.03	.07	-.02	.01	.02	.04	.04	-.04	.00	.22**	.45**	.68**	.84**	—									
20. Web site char. score	4.83	.91	-.02	.11**	.07	.02	.00	.03	.06	-.01	.00	.11**	.12**	-.05	-.04	.04	.79**	.85**	.67**	.32**	.51**	(.81)								
21. Perception of P-O fit	4.51	1.21	-.06	.26**	.02	-.05	.10**	.01	-.02	.00	.02	.06	.02	.00	-.11**	.16**	.42**	.29**	.20**	.16**	.16**	.41**	(.78)							
22. Human relations	4.55	1.17	-.03	.19**	.04	.04	-.01	-.01	.03	.00	.02	.14**	-.01	-.08*	.03	.12**	.38**	.21**	.20**	.07	.11**	.36**	.40**	(.84)						
23. Internal process	5.09	1.17	.00	.15**	.01	-.05	.07	-.05	-.01	.04	.02	.15**	-.02	-.06	.02	.09*	.37**	.19**	.15**	.11**	.16**	.33**	.36**	.73**	(.87)					
24. Rational goal	5.47	1.18	-.02	.17**	.02	.03	.00	-.03	.04	.02	.00	.15**	.01	-.10**	-.01	.13**	.41**	.23**	.19**	.12**	.17**	.38**	.36**	.82**	.80**	(.86)				
25. Open Systems	5.21	1.19	-.02	.17**	-.01	.04	-.01	.00	.04	.00	.01	.11**	-.01	-.07	.02	.09*	.37**	.20**	.19**	.09*	.13**	.34**	.37**	.83**	.68**	.76**	(.80)			
26. Perception of org.	.70	2.48	-.05	.25**	.03	.02	.04	.00	.03	.00	.02	.12**	.01	-.06	-.02	.15**	.46**	.31**	.23**	.13**	.22**	.43**	.71**	.90**	.70**	.78**	.88**	(.77)		
27. Familiarity w/ org.	5.35	1.77	-.08*	.11**	.04	.01	-.04	.05	.06	-.03	-.01	.08*	.12**	-.02	.06	.10**	.00	-.03	.00	.04	.01	-.03	.13**	.10**	.09*	.08*	.11**	.15**	—	
28. Attraction to org.	4.49	1.73	-.10**	.29**	.00	-.04	.09*	-.01	-.01	-.03	.01	.06	-.01	-.02	-.11**	.15**	.43**	.30**	.18**	.14**	.16**	.41**	.76**	.40**	.37**	.38**	.40**	.63**	.12**	—

Note. [a]Gender is coded 1=Male, 2=Female

Note. [b]Management major dummy coded, all other majors as contrast group. [c]Marketing major dummy coded, all other majors as contrast group.

Note. *$p < .05$ (2-tailed). **$p < .01$ (2-tailed).

Note. Coefficient alpha values are placed along the diagonal in parentheses.

Table 4

Means, Standard Deviations, and Intercorrelations among Study Variables for NVR Ryan Homes, n=709

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1. Age	21.98	3.65	—																											
2. Gender [a]	1.52	.50	-.01	—																										
3. Years school (ed.level)	3.87	.66	-.01	-.01	—																									
4. Management major [b]	.71	.46	-.07	-.16**	-.03*	—																								
5. Marketing major [c]	.26	.44	.07	.20**	.04	-.91**	—																							
6. Internship semesters	.60	3.87	-.01	.04	.03	.02	-.03	—																						
7. Class standing	3.61	.60	.22**	-.02	.09*	.10**	-.13**	.07	—																					
8. Months employed	9.11	15.68	-.11**	-.02	-.03	-.11**	.11**	-.04	.04	—																				
9. Hours worked/week	5.03	2.50	.00	-.01	-.01	.00	.02	-.06	-.07*	-.06	—																			
10. Self-efficacy (SE)	5.44	.82	.13**	.04	.07	.00	-.05	.07	.10*	.11**	.00	(.87)																		
11. Computer SE	4.81	1.06	.01	-.05	-.01	.00	-.05	.06	.05	.03	-.03	.20**	(.59)																	
12. Motivation to red.unc.	3.93	.75	-.05	-.01	.05	-.05	.02	.07	-.06	-.06	.04	-.17**	-.02	(.57)																
13. Desirability fin. serv.	3.65	2.01	-.06	-.22**	.03	.29**	.33**	-.03	.06	.01	-.04	.13**	.06	-.01	—															
14. Desirability sales/mkt.	4.77	1.96	-.02	-.04	-.01	.23**	.24**	.04	.00	-.05	-.01	.07	.05	.00	.06	—														
15. Info. specificity	5.20	1.09	-.04	.05	.02	.03	-.03	.02	.06	-.01	.01	.12**	.14**	-.10*	.08*	.14**	—													
16. Navigability/usability	4.94	1.21	.05	.11**	.04	-.02	.03	.02	.04	.01	.09*	.19**	.11**	-.06	-.01	.01	.40**	(.83)												
17. Recruitment orient.	5.33	1.64	.02	.15**	.09*	.01	-.01	.01	.14**	-.02	.07	.18**	.04	-.05	-.02	.01	.27**	.52**	—											
18. Selection orient.	4.10	1.40	-.04	.03	-.01	-.03	.03	.04	-.03	-.01	.05	-.03	-.01	.07	-.03	.03	.12**	.14**	.23**	—										
19. Dual orientation	4.38	1.42	-.02	.04	.04	.00	.00	.04	.03	-.02	.05	.01	.01	.06	-.02	.02	.22**	.32**	.45**	.75**	—									
20. Web site char. score	4.88	.82	.02	.11**	.08	.00	.00	.02	.09*	.00	.07	.21**	.16**	-.08*	.03	.06	.75**	.86**	.67**	.13**	.42**	(.72)								
21. Perception of P-O fit	4.60	.93	-.04	.03	.03	.13**	-.13**	.00	.00	.05	.01	.14**	.09*	.00	.14**	.18**	.40**	.27**	.17**	.15**	.15**	.36**	(.70)							
22. Human relations	5.37	1.04	.00	.13**	.00	-.01	.01	.02	-.01	.00	.01	.13**	.01	-.07	.04	.10**	.32**	.32**	.22**	.08*	.15**	.38**	.32**	(.84)						
23. Internal process	5.37	.99	-.03	.06	.01	.01	.01	-.06	-.02	-.02	.03	.09*	.00	-.06	.03	.08*	.35**	.27**	.17**	.06	.11**	.35**	.29**	.70**	(.81)					
24. Rational goal	5.77	1.04	-.04	.12**	.02	.08*	-.06	-.01	.00	-.03	.03	.16**	.05	-.08*	.03	.11**	.38**	.32**	.23**	.08*	.15**	.40**	.31**	.75**	.79**	(.87)				
25. Open Systems	5.07	.98	-.01	.06	-.04	.02	.00	-.01	.04	-.01	.03	.13**	.01	-.08*	.00	.10*	.32**	.25**	.18**	.11**	.15**	.32**	.32**	.76**	.65**	.67**	(.78)			
26. Perception of org.	-.01	2.41	-.02	.09*	-.06	.06	-.05	.01	.00	.02	.01	.16**	.05	-.05	.07	.17**	.42**	.35**	.24**	.14**	.19**	.44**	.68**	.86**	.68**	.72**	.87**	(.72)		
27. Familiarity w/ org.	1.44	2.14	-.01	-.03	-.04	-.04	.04	.06	.06	.00	.04	-.06	.04	-.01	-.06	.10**	.11**	-.01	.00	.11**	.08*	.04	.15**	.04	.06	.05	.08*	.12**	—	
28. Attraction to org.	4.93	1.58	-.06	.01	.08*	.15**	-.14	-.02	.01	.00	.02	.06	.09*	-.02	.15**	.17**	.33**	.23**	.12**	.12**	.14**	.30**	.61**	.27**	.26**	.27**	.25**	.47**	.18**	—

Note. [a]Gender is coded 1=Male, 2=Female

Note. [b]Management major dummy coded, all other majors as contrast group. [c]Marketing major dummy coded, all other majors as contrast group.

Note. *$p < .05$ (2-tailed). **$p < .01$ (2-tailed).

Note. Coefficient alpha values are placed along the diagonal in parentheses.

Table 5

Means, Standard Deviations, and Intercorrelations among Study Variables for Combined Organizations Data Set, n=709

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1. Age	21.98	3.65	—																											
2. Gender	1.52	.50	-.01	—																										
3. Years school (ed.level)	3.87	.66	-.01	-.01	—																									
4. Management major	.71	.46	-.07	-.16**	-.03*	—																								
5. Marketing major	.26	.44	.07	.20**	.04	-.91**	—																							
6. Internship semesters	.60	3.87	-.01	.04	.03	.02	-.03	—																						
7. Class standing	3.61	.60	.22**	-.02	.09*	.10**	-.13**	.07	—																					
8. Months employed	9.11	15.68	-.11**	-.02	-.03	-.11**	.11**	-.04	.04	—																				
9. Hours worked/week	5.03	2.50	.00	-.01	-.01	.00	.02	-.06	-.07*	-.06	—																			
10. Self-efficacy (SE)	5.44	.82	.13**	.04	.07	.00	-.05	.07	.10*	.11**	.00	—																		
11. Computer SE	4.81	1.06	.01	-.05	-.01	.00	-.05	.06	.05	.03	-.03	.20**	—																	
12. Motivation to red.unc.	3.93	.75	-.05	-.01	.05	-.05	.02	.07	-.06	-.06	.04	-.17**	-.02	—																
13. Desirability fin. serv.	3.65	2.01	-.06	-.22**	.03	.29**	.33**	-.03	.06	.01	-.04	.13**	.06	-.01	—															
14. Desirability sales/mkt.	4.77	1.96	-.02	-.04	-.01	.23**	.24**	.04	.00	-.05	-.01	.07	.05	.00	.06	—														
15. Info. specificity	5.03	.83	-.03	.05	-.01	.07	-.05	-.02	.05	.00	-.05	.13**	.13**	-.07	.02	.10**	—													
16. Navigability/usability	4.80	.89	.02	.13**	.05	-.01	.01	.01	.05	.02	.00	.20**	.16**	-.03	-.03	-.02	.36**	—												
17. Recruitment orient.	4.89	1.12	-.03	.11*	.10*	.06	-.07	.03	.11**	-.03	.03	.12**	.10*	.04	.01	-.01	.25**	.52**	—											
18. Selection orient.	4.30	1.00	.01	-.01	.03	.00	-.02	.05	.05	.00	.01	.01	.04	.09*	.04	-.06	.14**	.28**	.58**	—										
19. Dual orientation	4.44	1.00	-.03	.02	.03	.00	-.02	.05	.07	-.02	.01	.04	.06	.09*	.00	-.06	.25**	.38**	.69**	.85**	—									
20. Web site char. score	4.70	.62	-.02	.11**	.08*	.02	-.02	.01	.08*	-.01	-.01	.18**	.20**	-.05	-.02	.02	.69**	.87**	.60**	.31**	.46**	—								
21. Perception of P-O fit	4.35	.66	-.09*	.10**	-.01	.09*	-.06	-.02	-.01	.00	.02	.12**	.09*	-.01	.15**	.15**	.35**	.24**	.24**	.22**	.24**	.34**	—							
22. Human relations	5.13	.85	-.06	.15**	-.02	.03	-.01	-.03	.03	-.01	.04	.14**	.02	-.07	.04	.09*	.43**	.28**	.24**	.12**	.17**	.39**	.39**	—						
23. Internal process	5.21	.88	-.03	.09*	-.01	-.01	.02	-.05	.02	.01	.00	.14**	.00	-.06	.03	.11*	.48**	.29**	.22**	.11**	.17**	.42**	.32**	.82**	—					
24. Rational goal	5.51	.90	-.05	.16**	.00	.05	-.03	-.04	.05	.00	.02	.17**	.03	-.10*	.01	.12**	.49**	.32**	.26**	.13**	.18**	.46**	.35**	.85	.88**	—				
25. Open Systems	4.96	.82	-.02	.10**	-.08*	.02	.01	-.03	.06	.01	.03	.11**	.01	-.08*	.04	.10*	.41**	.22**	.20**	.16**	.19**	.35**	.39**	.86**	.78**	.78**	—			
26. Perception of org.	4.48	.58	-.07	.14**	-.04	.06	-.03	-.03	.03	.00	.03	.15**	.06	-.06	.10**	.15**	.48**	.30**	.27**	.21**	.25**	.43**	.78**	.85**	.73**	.75**	.85**	—		
27. Familiarity w/ org.	3.15	1.20	-.01	-.02	-.02	-.01	-.03	.06	.06	.02	-.02	.01	.12**	.01	.10**	.07	.06	-.05	.02	.09*	.11*	.01	.13**	.03	-.01	-.02	.05	.10*	—	
28. Attraction to org.	4.38	.99	-.09*	.08*	.01	.13**	-.10*	-.04	.00	-.01	.01	.09*	.06	-.03	.20**	.18**	.32**	.18**	.19**	.17**	.21**	.27**	.70**	.34**	.29**	.31**	.35**	.60**	.09*	—

Note. [a]Gender is coded 1=Male, 2=Female

Note. [b]Management major dummy coded, all other majors as contrast group. [c]Marketing major dummy coded, all other majors as contrast group.

Note. *$p < .05$ (2-tailed). **$p < .01$ (2-tailed).

Looking first at the zero-order correlations, the correlations were significant for Bank of America (.38), Diebold (.41), The Gap (.42), and NVR Ryan Homes (.40). The zero-order correlation was also significant for all organizations combined (.35) as seen in Table 5.

Turning to the regression analysis to test the hypothesis, Table 6 illustrates the procedure that was undertaken. Step 1 of the regression included all nine control variables added simultaneously. Next, step 2 in the regression procedure was the addition of the specific predictor variable; for this hypothesis—information specificity. The hypothesis was supported for each of the organizations, with coefficients ranging from .38 (Bank of America) to .41 (Diebold). It was also supported for all four organizations combined, with a coefficient of .35. Therefore, the higher the level of perceived information specificity on an organization's web site, the greater the job seeker's perception of P-O fit with the particular organization.

Table 6

Regression of P-O Fit on Control Variables and Web Site Variables

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.02	-.12*	-.03	-.08	-.10*
Gender	.04	-.06	.06	.24**	.12**
Management major	.29**	-.06	.11	.26**	.25**
Marketing major	.14	-.10	-.08	.29**	.12
Years of School (education level)	-.03	-.07	.02	-.02	-.04
Internship semesters	.06	.06	.03	-.05	.04
Class standing	.00	-.02	.00	.02	.01
Months employed	-.03	.07	.11*	.03	.07
Hours worked/week	.03	.00	.03	-.03	.01
R^2	.04**	.03*	.04**	.09**	.05**
Step 2 (added individually): Predictors: Web site characteristics					
Step 2: Information specificity	.38**	.41**	.39**	.39**	.35**
ΔR^2	.15**	.15**	.14**	.13**	.12**
Step 2: Navigability/usability	.25**	.32**	.29**	.26**	.24**
ΔR^2	.06**	.11**	.08**	.06**	.05**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients

Hypothesis 2

Hypothesis 2: Perception of navigability of an organization's web site will be related to the applicant's perception of person-organization (P-O) fit.

Looking at the zero-order correlations, the correlations were significant for Bank of America (.24), Diebold (.32), the Gap (.29), NVR Ryan Homes (.27), and all organizations combined (.24).

Turning to the regression analysis, when navigability/usability was added, the hypothesis was supported for each of the organizations, with coefficients ranging from .25 (Bank of America) to .32 (Diebold) (see Table 6). It was also supported for all four organizations combined, with a coefficient of .24. That is, the higher the level of perceived navigability/ usability of the web site, the greater the job seeker's perception of P-O fit.

Hypothesis 4

Hypothesis 4: Perception of P-O fit is related to the job seeker's attraction to the organization.

The hypothesis was tested with a simple correlation, and the results are shown below in Table 7. The hypothesis was supported for each of the organizations, with correlations ranging from .61 to .77. This hypothesis was also supported for all four organizations combined, with a correlation of .70. That is, the higher the job seekers' perception of P-O fit, the more attracted they are to the organization.

Table 7

Correlation of Attraction with Perception of P-O Fit

	BOA	Diebold	NVR	The Gap	All Orgs.
Attraction	.77**	.69**	.61**	.76**	.70**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)

Hypothesis 3a

Hypothesis 3a: A web site's recruitment-orientation will be related to the applicant's perception of a human relations or open system organization.

Looking at the zero-order correlations for human relations and recruitment-orientation, the correlations are significant for Bank of America (.19), Diebold (.27), the Gap (.20), NVR Ryan Homes (.22), and all organizations combined (.24). Considering the zero-order correlations for open systems and recruitment-orientation, the correlations were significant for Bank of America (.18), Diebold (.19), the Gap (.19), NVR Ryan Homes (.18), and all organizations combined (.20).

However, Tables 1-5 also reveal that recruitment-orientation was also significantly correlated with each of the other two culture quadrants, rational goal and internal process, for all four organizations as well as for the combined organizations. These findings do not support the hypothesis.

Testing this hypothesis necessitated creating two sub-hypotheses, since testing for human relations scores and open systems scores was done separately. Regression analysis revealed that each sub-hypothesis was supported for each of the organizations, with significant coefficients ranging from .17 (Diebold) to .21 (NVR Ryan Homes) for the human relations score and from .17 (NVR Ryan Homes) to .19 (Diebold and the Gap) for the open systems score (Tables 8 and

9). They were also supported for all four organizations combined, with a coefficient of .22 for the human relations score and .21 for the open systems score.

Yet, recruitment-orientation was also significantly related with the other two culture quadrants (internal process and rational goal). So while the results do indeed suggest that recruitment orientation was related to the job seeker's perception of a human relations or open systems organization, we see that recruitment orientation was *also* related to perception of internal process and rational goal. The results for the combined data set mirrored this pattern of significance for all four culture dimensions. Coupled with the results of the zero-order correlations which suggested that recruitment orientation was related to all four culture quadrants, this hypothesis was not supported.

Table 8

Regression of Perception of Human Relations Culture Type on Orientation of Web Site

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	.00	-.13**	.00	-.08	-.09
Gender	.16**	-.03	.13**	.20**	.16**
Management major	.10*	-.06	-.03	.16	.06
Marketing major	.08	-.06	-.06	.09	.00
Years of School (education level)	-.06**	-.05	-.02	.01	-.05
Internship semesters	-.02	-.03	-.04	-.07	-.06
Class standing	.05**	.05	.00	.05	.05
Months employed	-.01	.11	.02	.06	.06
Hours worked/week	.03	.05	.00	.00	.03
R^2	.03**	.02	.02	.06**	.04**
Step 2 (added individually): Web Site Orientation :					
Step 2: Recruitment-orientation	.18**	.17**	.21**	.20**	.22**
ΔR^2	.03**	.06**	.03**	.04**	.04**
Step 2: Selection-orientation	.08	.08	.07*	.09*	.13**
ΔR^2	.01	.02	.02**	.01**	.02**
Step 2: Dual-orientation	.13**	.13**	.14**	.11**	.16**
ΔR^2	.02**	.06**	.01*	.01*	.02**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Table 9

Regression of Perception of Open Systems Culture Type on Orientation of Web Site

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	.00	-.08	.00	-.08	-.08
Gender	.09**	-.03	.05	.18**	.10*
Management major	.14**	-.01	.14	.17	.14
Marketing major	.12**	.00	.10	.09	.10
Years of School (education level)	-.11**	-.08*	-.06	-.04	-.10*
Internship semesters	.00	-.09*	-.04	-.02	-.06
Class standing	-.04	.11*	.07	.05	.08
Months employed	-.04	.10*	.00	.03	.05
Hours worked/week	.01	.02	.01	-.03	.09
R^2	.02**	.03*	.01	.05**	.03*
Step 2 (added individually): Web Site Orientation :					
Step 2: Recruitment-orientation	.18**	.19**	.17**	.19**	.21**
ΔR^2	.04**	.04**	.03**	.04**	.03**
Step 2: Selection-orientation	.16*	.12**	.10**	.10**	.17**
ΔR^2	.03**	.02**	.02**	.01**	.03**
Step 2: Dual-orientation	.18**	.19**	.14**	.14**	.20**
ΔR^2	.04**	.04**	.03**	.02**	.04**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Hypothesis 3b

Hypothesis 3b: A web site's selection-orientation will be related to the job seeker's perception of an internal process or a rational goal organization.

Looking at the zero-order correlations for internal process and selection-orientation, the correlations were significant for Bank of America (.09), Diebold (.11), the Gap (.11), and all organizations combined (.11) but not for NVR Ryan Homes (.06). Considering the zero-order correlations for rational goal and selection-orientation, the correlations were significant for Bank of America (.11), Diebold (.16), the Gap (.12), NVR Ryan Homes (.08), and all organizations combined (.13).

However, similar to the findings in Hypothesis 3a, Tables 1-5 reveal that selection-orientation was significantly correlated with perception of the human relations culture quadrant for three organizations (Bank of America, Diebold, and NVR Ryan Homes) and all organizations combined. In addition, selection-orientation was significantly correlated with open systems for all four organizations as well as for the combined organizations. These findings do not support the hypothesis.

Again, this hypothesis was tested as two sub-hypotheses, testing first with internal processes scores and then with the rational goal scores. Regression analysis revealed that the internal process sub-hypothesis was supported for three of the organizations, with significant coefficients for Bank of America (.08), the Gap (.12), and Diebold (.17) (Table 10). The rational goal sub-hypothesis was supported for all four organizations (Table 11).

The sub-hypotheses were supported for all four organizations combined, with coefficients of .09 for the internal process score and .13 for the rational goal score. Yet, selection-orientation was also significantly related with the other two culture quadrants (human relations and open systems) for all organizations. So while the results do indeed suggest that selection-orientation was related to the job seeker's perception of an internal process or rational goal organization, we see that selection-orientation was *also* related to perception of human relations and open systems. The results for the combined data set mirrored this pattern of significance for all four culture dimensions. Coupled with the results of the zero-order correlations which suggested that selection-orientation is related to all four culture quadrants, this hypothesis was not supported.

Table 10
Regression of Perception of Internal Processes Culture Type on Orientation of Web Site

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	.01	-.09	-.02	-.01	-.05
Gender	.12**	-.04	.05	.15**	.08*
Management major	.03	-.10	.10	.10	.02
Marketing major	.00	-.10	.06	.11	.00
Years of School (education level)	-.03	-.03	.00	.00	-.02
Internship semesters	-.01	-.02	-.05	.01	-.05
Class standing	.03	.08	.00	.01	.04
Months employed	-.04	.12**	.02	.05	.06
Hours worked/week	-.03	-.03	.01	-.02	-.02
R^2	.01**	.02	.01	.03*	.01
Step 2 (added individually): Web Site Orientation :					
Step 2: Recruitment-orientation	.15**	.26**	.17**	.15**	.22**
ΔR^2	.03**	.02**	.02*	.03**	.04**
Step 2: Selection-orientation	.08*	.17**	.16**	.12**	.09*
ΔR^2	.03**	.01*	.01*	.01**	.01*
Step 2: Dual-orientation	.12**	.27**	.11**	.17**	.16**
ΔR^2	.01*	.02**	.02**	.02**	.03**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Hypothesis 3c

Hypothesis 3c: A web site's dual-orientation will be related to the applicant's perception of a human relations or open systems organization.

Looking at the zero-order correlations for human relations and dual-orientation, the correlations are significant for Bank of America (.14), Diebold (.29), the Gap (.11), NVR Ryan Homes (.15), and all organizations combined (.17). Considering the zero-order correlations for open systems, the correlations were significant for Bank of America (.17), Diebold (.20), the Gap (.13), NVR Ryan Homes (.15), and all organizations combined (.19).

However, Tables 1-5 also reveal that dual-orientation is also significantly correlated with perception of the two other culture quadrants, rational goal and internal process, for all four

Table 11
Regression of Perception of Rational Goal Culture Type on Orientation of Web Site

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	.00	-.11*	-.03	-.06	-.07
Gender	.19**	.03	.14**	.19**	.18**
Management major	.14	-.11	.13	.10	.08
Marketing major	.08**	-.13	.02	.04	-.02
Years of School (education level)	-.05	.00	.01	.00	-.02
Internship semesters	.00	-.05	-.02	-.08*	-.07
Class standing	.03	.12**	.04	.07	.08
Months employed	-.01	.10*	.00	.04	.05
Hours worked/week	-.03	.02	.02	-.05	-.01
R^2	.04**	.03	.03*	.05**	.05**
Step 2 (added individually): Web Site Orientation :					
Step 2: Recruitment-orientation	.19**	.18**	.22**	.19**	.25**
ΔR^2	.04**	.04**	.04**	.04**	.04**
Step 2: Selection-orientation	.11*	.15**	.08*	.13**	.13**
ΔR^2	.02**	.02**	.01*	.01**	.01**
Step 2: Dual-orientation	.15**	.19**	.14**	.17	.17**
ΔR^2	.03**	.03**	.02**	.03**	.02**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

organizations as well as for the combined organizations. These findings do not support the hypothesis.

Testing this hypothesis necessitated creating two sub-hypotheses, since testing for human relations scores and open systems scores was done separately. Regression analysis revealed that each sub-hypothesis was supported for each of the organizations (Tables 8 and 11). They were also supported for all four organizations combined, with a coefficient of .16 for the human relations score and .17 for the open systems score. Yet, dual-orientation was also significantly related with the other two culture quadrants (internal process and rational goal). So while the results do indeed suggest that dual-orientation is related to the job seeker's perception of a

human relations or open systems organization, we see that dual-orientation is *also* related to perception of internal process and rational goal. The results for the combined data set mirrored this pattern of significance for all four culture dimensions. Coupled with the results of the zero-order correlations which suggested that dual-orientation is related to all four culture quadrants, this hypothesis was not supported.

Hypothesis 6a

Hypothesis 6a: Self-efficacy will be positively related to the job seeker's perception of P-O fit.

Looking first at the zero-order correlations, the correlation was significant for NVR Ryan Homes (.14). The zero-order correlation was also significant for all organizations combined (.12) as seen in Table 5.

Turning to the regression analysis, Table 12 illustrates that when self-efficacy was added to the regression equation in Step 2, two organizations had significant coefficients: NVR Ryan Homes (.14) and the Gap (.07). The hypothesis was only supported for these organizations, NVR Ryan Homes and the Gap. The hypothesis was supported for all organizations combined.

Hypothesis 6b

Hypothesis 6b: Computer self-efficacy will be positively related to the job seeker's perception of P-O fit.

Looking first at the zero-order correlations, the correlations were significant for two of the four organizations; Diebold (.09), and NVR Ryan Homes (.09). The zero-order correlation was not significant for all organizations combined.

Turning to the regression analysis, Table 12 shows that when computer self-efficacy was added to the regression equation in Step 2, three organizations had significant coefficients: Bank

of America (.08), Diebold (.09), and NVR Ryan Homes (.09). In addition, the combined organizations had a significant coefficient (.11). Thus, this hypothesis was supported for three of the four organizations. The hypothesis was supported for all organizations combined.

Table 12

Regression of P-O Fit on Control Variables, Job Seeker Characteristics, and Organizational Familiarity

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.02	-.12*	-.03	-.08	-.10*
Gender	.04	-.06	.06	.24**	.12**
Management major	.29**	-.06	.11	.26**	.25**
Marketing major	.14	-.10	-.08	.29**	.12
Years of School (education level)	-.03	-.07	.02	-.02	-.04
Internship semesters	.06	.06	.03	-.05	.04
Class standing	.00	-.02	.00	.02	.01
Months employed	-.03	.07	.11*	.03	.07
Hours worked/week	.03	.00	.03	-.03	.01
R^2	.04**	.03	.04**	.09**	.05**
Step 2 (added individually): Predictors: Job Seeker Characteristics					
Step 2: Self-efficacy	.02	.05	.14**	.07*	.12**
ΔR^2	.01	.00	.01	.00	.01
Step 2: Computer self-efficacy	.08*	.09*	.09*	.01	.11**
ΔR^2	.00	.01*	.01*	.00	.01*
Step 2: MRU—assimilating uncertainty	.00	.01	.03	.02	.03
ΔR^2	.00	.00	.00	.00	.00
Step 2: MRU—tolerating uncertainty	.00	-.07	-.06	-.04	-.08
ΔR^2	.00	.00	.00	.00	.00
Step 2: MRU—denying uncertainty	.03	.02	-.01	.02	.02
ΔR^2	.00	.00	.00	.00	.00
Step 2: MRU—imagined conversations	.02	.04	.08	.00	.08
ΔR^2	.00	.00	.00	.00	.00
. Step 2: MRU—accepting uncertainty	-.03	.00	-.02	.00	-.02
ΔR^2	.00	.00	.00	.00	.00
Step 2: MRU score	.00	.00	.00	.00	.01
ΔR^2	.00	.00	.00	.00	.00
Step 2: Familiarity with the organization	.14**	.08**	.16**	.11**	.12**
ΔR^2	.01**	.02**	.02**	.02**	.02**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Hypothesis 6c

Hypothesis 6c: The use of uncertainty reduction strategies (tolerating uncertainty, denying uncertainty, assimilating uncertainty, accepting uncertainty, and having imagined conversations) will be positively related to the job seeker's assessment of P-O fit.

Looking at the zero-order correlations below, only one uncertainty reduction strategy (imagining scenarios/conversations and acting on them) is significant for one organization, NVR Ryan Homes (.08).

Table 13

Intercorrelations Among MRU, the component strategies of MRU, and P-O fit

	1	2	3	4	5	6	7	8	9	10	11
1. MRU—seeking information (assimilating)	—										
2. MRU—dealing with information (tolerating)	-.65**	—									
3. MRU—ignoring uncertainty (denying)	-.42**	.49**	—								
4. MRU—acting on imagined scenarios (conversations)	.30**	.09*	-.02	—							
5. MRU-moving on (accepting)	-.53**	.56**	.58**	-.12**	—						
6. MRU score	-.11**	.57**	.72**	.45**	.66*	—					
7. P-O fit perception: Bank of America	.00	-.01	.02	.01	-.03	.00	—				
8. P-O fit perception: Diebold	.00	-.07	.02	.05	.00	.00	.15**	—			
9. P-O fit perception: NVR Ryan Homes	.03	-.07	-.02	.08*	.00	.00	.19**	.14**	—		
10. P-O fit perception: the Gap	.03	-.04	.02	-.01	-.01	.00	.09*	.13**	.27**	—	
11. P-O fit perception: all organizations	.02	-.07	.02	.05	-.01	-.01	.60**	.58**	.61**	.64**	—

Note. *$p < .05$ (2-tailed). **$p < .01$ (2-tailed).

Turning to the regression analysis, Table 12 indicates that when each of the uncertainty reduction strategies was added to the regression equation, no significant results occurred. Thus, this hypothesis was not supported for any of the uncertainty-reducing strategies for any of the organizations, or for the combined organization data set.

Hypothesis 6d

Hypothesis 6d: Motivation to reduce uncertainty (MRU) will be positively related to the applicant's perception of P-O fit.

Looking first at the zero-order correlations, MRU was not significantly correlated with P-O fit for any organizations nor for the combined organizations.

The regression analysis results indicate that the hypothesis was not supported for any of the organizations since none of the coefficients were significant (see Table 12). This is not surprising since only one of the components (strategies) of MRU (see Hypothesis 6c) were supported for one of the organizations. The hypothesis was also not supported for the combined organizations data set.

Hypothesis 7a

Hypothesis 7a: Familiarity with the organization will be positively related to the applicant's perception of P-O fit.

Looking at the zero-order correlations familiarity, the correlations were significant for Bank of America (14.), Diebold (.08), the Gap (.13), NVR Ryan Homes (.15), and all organizations combined (.13).

The regression analysis showed significant coefficients for all organizations ranging from (.08) Diebold to (.16) NVR Ryan Homes, as well as a significant coefficient for all organizations combined (.12) (Table 12). Thus, the hypothesis was supported.

HYPOTHESES RELATING ATTRACTION TO THE ORGANIZATION TO INDUSTRY DESIRABILITY

Hypothesis 8a

Hypothesis 8a: Industry desirability will be positively related to the applicant's attraction to the organization.

Looking at the zero-order correlations for desirability of financial services, the correlations were significant for Bank of America (.31), Diebold (.14), and NVR Ryan Homes (.15) as well as for the combined organizations (.20). There was a significant negative correlation with the Gap (-.11). Zero-order correlations for desirability of sales/marketing showed significant correlations for Diebold (.14), the Gap (.15), NVR Ryan Homes (.17), and all organizations combined (.18).

Turning to the regression analysis, results indicated that desirability of sales and marketing is related to attraction to the organization for the two organizations which are considered to be within the sales/marketing industry: the Gap (.17) and NVR Ryan Homes (.15) (Table 14). The higher the job seekers rated the sales and marketing industry, the more attracted they were to the two sales/marketing organizations.

The desirability of financial services is related to attraction to the organization for the two organizations which are categorized as financial services: Diebold (.12) and Bank of America (.22). The coefficients were also significant for the sales/marketing organizations, although for the Gap the relationship is negative. The regression for the combined organizations could be considered irrelevant, since the combined data set is no longer categorically either sales/marketing or financial services. The support for the hypothesis is limited to the organizational level and is considered supported.

Table 14

Regression of Attraction on Control Variables and Industry Desirability

Step 1: Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.02	-.04	-.03	-.11*	-.07
Gender	.04	-.10*	.04	.28**	.12**
Management major	.29**	-.04	.23*	.20*	.32
Marketing major	.14	-.08	.04	.19*	.14
Years of School (education. level)	-.03	-.04	.09*	-.03	.00
Internship semesters	.06	.02	.00	-.04	.02
Class standing	.00	.00	.00	.05	.02
Months employed	-.03	.04	.04	.04	.05
Hours worked/week	.03	.01	.02	-.02	.01
R^2	.04**	.02	.05**	.10**	.06**
Step 2 (added individually): Industry desirability:					
Step 2: Desirability sales/marketing	-.01	.04*	.15**	.17**	.14**
ΔR^2	.02**	.01	.02**	.03**	.02**
Step 2: Desirability financial services	.22**	.12**	.12**	-.04*	.23**
ΔR^2	.09**	.01*	.02**	.02**	.06**

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

HYPOTHESES REGARDING THE INTERACTION BETWEEN WEB SITE CHARACTERISTICS AND INDIVIDUAL VARIABLES IN TERMS OF PERCEPTION OF THE ORGANIZATION

Note that, as explained in the Methods Chapter, the variable *web site characteristics* was constructed using the three measures of specificity, navigability, and orientation. Orientation was constructed by adding the values of the recruitment score, screening score (reversed), and dual orientation scores for each organization and dividing by three. Similarly, the variable *perception of the organization* was constructed by first standardized each of the three components (because of different scaling) and then adding them: the value of P-O fit perception, the value of the human relations culture score, and the value of the open systems culture score.

Hypothesis 5a

Hypothesis 5a: Individual self-efficacy will moderate the relationship between web site characteristics and the applicant's perception of the organization such that the relationship between web site information and the applicant's perception of the organization will be weaker for high self-efficacy individuals.

The moderated regression procedure involved adding the following in one step: the nine control variables, the two predictor variables, and the interaction term. For this hypothesis, the predictor variables were web site characteristics and self-efficacy, and the interaction term was the cross-product of the two predictor variables.

The regression analysis showed no significant interaction for any of the organizations, or for the combined organizational data set, between website characteristics and self-efficacy (Table 15). The hypothesis was not supported at the individual organization level or for the combined organization data set.

Hypothesis 5b

Hypothesis 5b: Computer self-efficacy will moderate the relationship between web site characteristics and the applicant's perception of the organization. The relationship between web site characteristics and the applicant's perception of the organization will be stronger for individuals high in computer self-efficacy.

The regression analysis showed one significant interaction (the Gap) between website characteristics and computer self-efficacy (Table 16). This interaction is illustrated in Figure 2. To plot the interactions, values 1 SD above and below the means for the independent variable and the moderator variable were plugged into the overall regression equation. The direction of the effect does support the hypothesis; individuals higher in computer self-efficacy had a

stronger relationship between web site characteristics and perception of the organization and that relationship was positive; as web site characteristics score increased for these individuals, their perception of the organization increased. For low computer self-efficacy individuals, the relationship between web site characteristics score and perception of the organization is in the opposite direction; as web characteristics score increased, their perception of the organization decreased.

Turning to the regression analysis results for the combined organization data set, no significant coefficient was found; thus, the hypothesis was not supported.

Table 15

Self-Efficacy as a Moderator of the Relationship of Web Site Characteristics with Perception of the Organization

Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.04	-.10*	-.05	-.10*	-.12**
Gender	.06	-.05	.04	.21**	.09*
Management major	.21*	-.02	.11	.22**	.20
Marketing major	.20	-.01	.04	.20*	.14
Years of School (education level)	-.08	-.08*	-.02	-.03	-.08
Internship semesters	.00	-.04	.02	-.05	-.01
Class standing	.03	.04	-.04	.02	.00
Months employed	.00	.04	.06	.02	.05
Hours worked/week	.05	.02	-.02	-.02	.02
Web site characteristics	.12	.23	.06	.02	.33
Self-efficacy	-.17	-.16	-.24	-.21	-.23
R^2	.20**	.27**	.19**	.23**	.22**
Interaction term:					
Web site characteristics x self-efficacy	.37	.34	.54	.50	.12
ΔR^2	.02	.00	.02	.02	.02

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

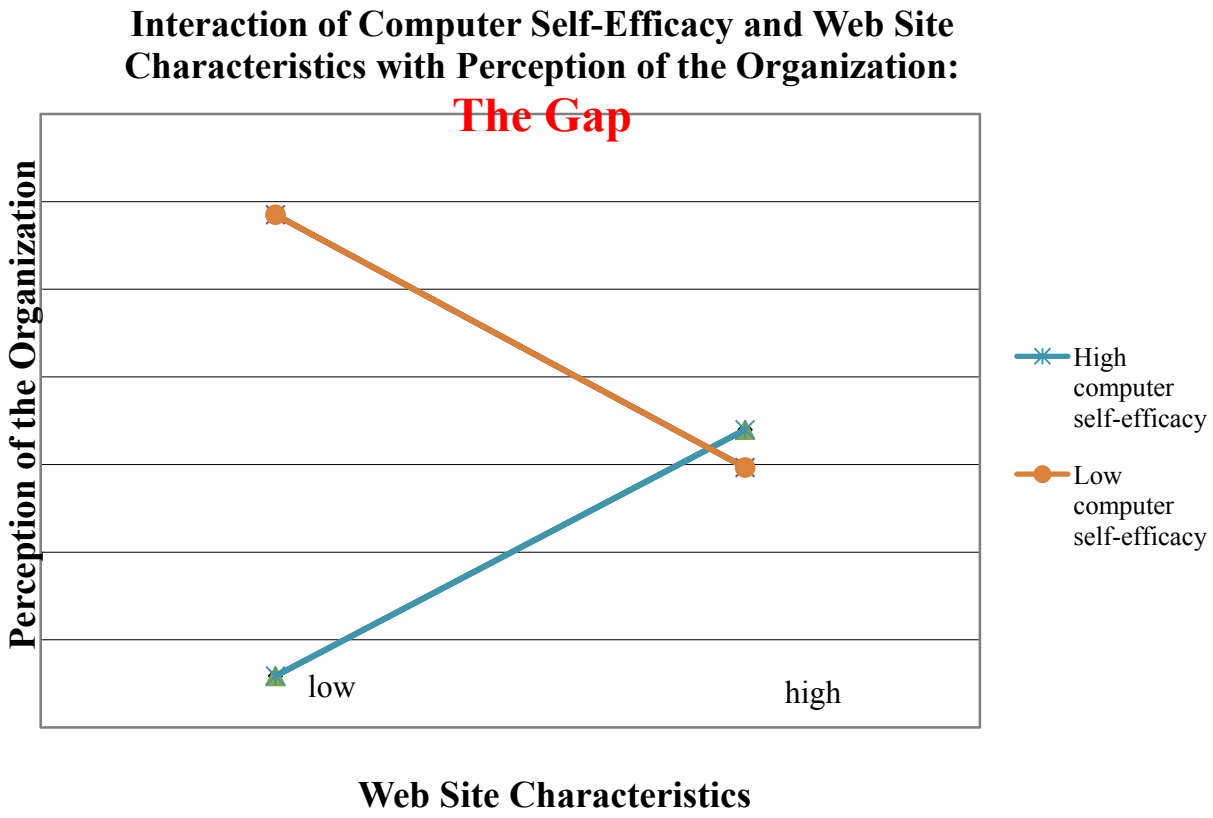
Table 16

Computer Self-Efficacy as a Moderator of the Relationship of Web Site Characteristics with Perception of the Organization

Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.05	-.10*	-.05	-.09*	-.11*
Gender	-.06	-.05	.03	.21**	.09*
Management major	.18*	-.01	.09	.18*	.16
Marketing major	.15	-.01	.01	.15	.09
Years of School (education level)	-.07	-.08*	-.04	-.02	-.08
Internship semesters	.04	-.05	.03	-.04	.00
Class standing	.03	.04	-.03	.02	.00
Months employed	.00	.05	.06	.02	.06
Hours worked/week	.05	.03	-.02	-.02	.02
Web site characteristics	.37*	.51**	.20	-.01	.10
Computer self-efficacy (CSE)	-.10	.09	-.31	-.51**	.57*
R^2	.22**	.26**	.18**	.23**	.21**
Interaction term:					
Web site characteristics x CSE	.05	-.04	.42	.65*	.70
ΔR^2	.00	.00	.01	.01	.01

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Figure 2



Hypothesis 5c

Hypothesis 5c: Motivation to reduce uncertainty (MRU) will moderate the relationship between web site characteristics and the applicant's perception of the organization. The relationship between web site characteristics and the applicant's perception of the organization will be stronger for individuals high in motivation to reduce uncertainty.

Turning to the moderated regression analysis, the results (Table 17) illustrate one significant cross-product term (.52) for the Gap, indicating a moderated relationship as suggested by the hypothesis. The corresponding Figure 3 shows the direction of the effect, which supports the hypothesis. Individuals higher in motivation to reduce uncertainty had a stronger relationship between web site characteristics, and that relationship was positive; as web site characteristics score increased for these individuals, their perception of the organization increased. For low

motivation to reduce uncertainty individuals, the relationship between web site characteristics score and perception of the organization is in the opposite direction; as web score increased, their perception of the organization decreased.

Table 17

Motivation to Reduce Uncertainty as a Moderator of the Relationship of Web Site Characteristics with Perception of the Organization

Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.06	-.09*	-.06	-.10*	-.11*
Gender	.06	-.01	.03	.20**	.10*
Management major	.18*	-.04	.10	.19*	.16
Marketing major	.16	-.03	.02	.17*	.10
Years of School (education level)	-.08	-.08*	-.04	-.03	-.08*
Internship semesters	.04	-.04	.02	-.05	.00
Class standing	.03	.04	-.03	.02	.00
Months employed	.00	.04	.07	.02	.06
Hours worked/week	.06	.02	-.02	-.02	.03
Web site characteristics	.46*	.56**	.27	.01	.30
Motivation to Reduce Uncertainty (MRU)	.02	.00	-.21	-.46	-.22
R^2	.18**	.25**	.18**	.22**	.20**
Interaction term:					
Web site characteristics x MRU	-.08	-.09	.25	.56*	.21
ΔR^2	.00	.00	.01	.02*	.01

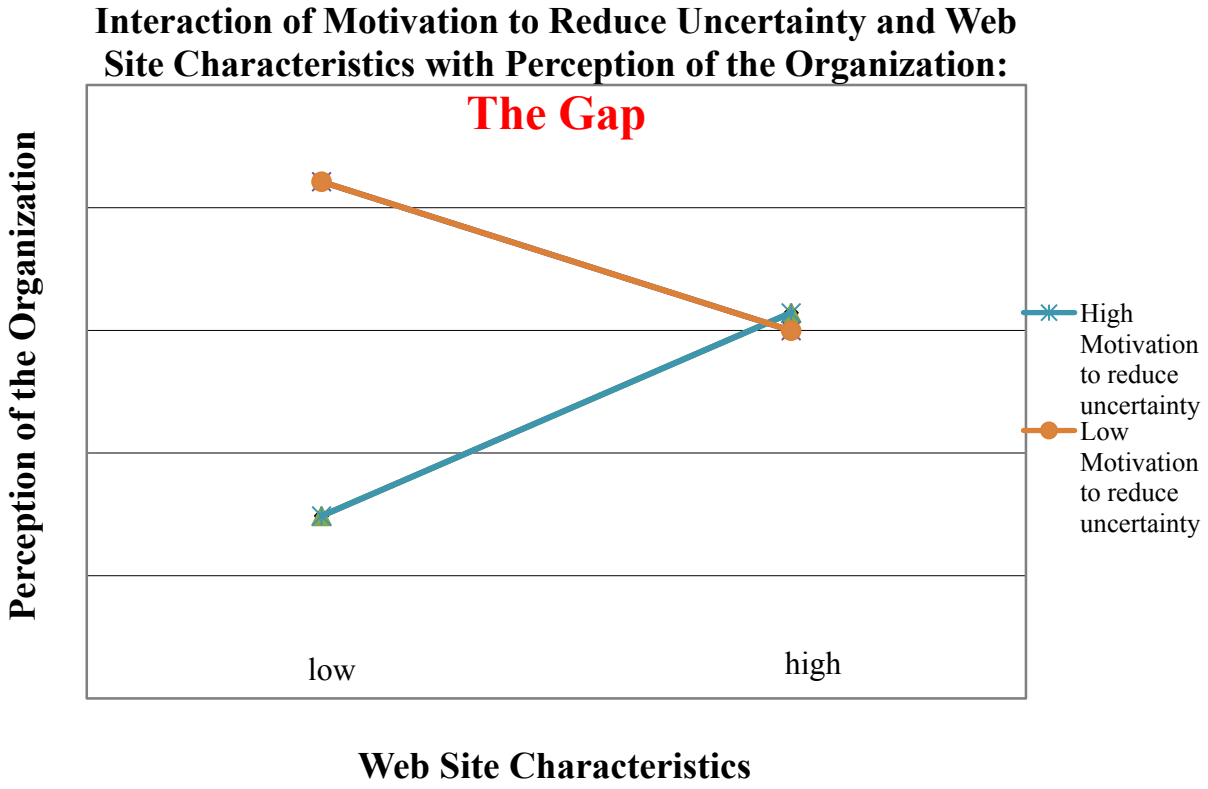
Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Hypothesis 7b

Hypothesis 7b: Familiarity with the organization will moderate the relationship between web site characteristics and the applicant's perception of the organization such that for those with high familiarity, there will be less of a relationship between web site characteristics and perception of the organization.

The results of the moderated regression analysis as illustrated in Table 18 indicate no significant interaction terms for any of the organizations, or for the combined organization data set. Thus, the hypothesis is not supported.

Figure 3



Hypothesis 8b

Hypothesis 8b: Industry desirability will moderate the relationship between the applicant's assessment of P-O fit and attraction to the organization such that for undesirable industries, the relationship will be weaker.

Regression analysis revealed that industry desirability did not moderate the relationship between P-O fit perception and attraction to the organization (Tables 19 and 20) as evidenced by non-significant cross-products.

Table 18

Familiarity with the Organization as a Moderator Variable Between Web Site Characteristics and Perception of the Organization

Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.

Age	-.04	-.13**	-.03	-.10*	-.10*
Gender	-.10*	-.01	.09*	.26**	.10**
Management major	.24*	-.05	.09	.25	.18
Marketing major	-.14	-.07	-.03	.21	.12
Years of School (education level)	-.08	-.09*	-.02	-.03	-.07
Internship semesters	.00	.00	-.02	-.05	-.01
Class standing	.02	.05	.03	.04	.00
Months employed	-.02	.12	.07	.04	.05
Hours worked/week	.01	.01	.03	.03	.02
Web site characteristics	.57**	.04**	.44**	.46**	.50**
Familiarity	.35	.11	.19	.17	.34
R^2	.23**	.29**	.21**	.27**	.31**
Interaction term:					
Web site characteristics x familiarity	-.34	.02	-.08	-.07	-.29
ΔR^2	.00	.00	.00	.00	.00

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Table 19

Industry Desirability (Sales/Marketing) as a Moderator Variable between P-O Fit Perception and Attraction to the Organization

Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.04	-.13**	-.03	-.10*	.00
Gender	-.10*	-.01	.09*	.26**	.04
Management major	.24*	-.05	.09	.25	.14
Marketing major	-.14	-.07	-.03	.21	.07
Years of School (education level)	-.08	-.09*	-.02	-.03	.03
Internship semesters	.00	.00	-.02	-.05	-.01
Class standing	.02	.05	.03	.04	.01
Months employed	-.02	.12	.07	.04	.01
Hours worked/week	.01	.01	.03	.03	.00
P-O fit perception	.76**	.65**	.47**	.80**	.72**
Industry desirability: sales/marketing	-.03	-.01	-.18	.15	.24
R^2	.61**	.46**	.40**	.60**	.48**
Interaction term:					
P-O fit x desirability sales/mkting	.00	.04	.31	-.15	-.20
ΔR^2	.00	.00	.00	.00	.00

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Table 20

Industry Desirability (Financial Services) as a Moderator Variable between P-O Fit Perception and Attraction to the Organization

Control Variables:	BOA	Diebold	NVR	The Gap	All Orgs.
Age	-.04	-.13**	-.03	-.10*	-.01
Gender	-.10*	-.01	.09*	.26**	.05
Management major	.24*	-.05	.09	.25	.16
Marketing major	-.14	-.07	-.03	.21	.10
Years of School (education level)	-.08	-.09*	-.02	-.03	.20
Internship semesters	.00	.00	-.02	-.05	-.01
Class standing	.02	.05	.03	.04	.01
Months employed	-.02	.12	.07	.04	.01
Hours worked/week	.01	.01	.03	.03	.01
P-O fit perception	.66**	.63**	.67**	.69**	.58**
Industry desirability: financial services	-.01	-.05	.28	-.10	-.14
R^2	.62**	.45**	.40**	.60**	.49**
Interaction term:					
P-O fit. x desirability fin. services	.17	.08	-.24	.11	.27
ΔR^2	.00	.00	.00	.00	.00

Note. *p<.05 (2-tailed). **p<.01 (2 tailed)
Note. Coefficients are standardized regression coefficients.

Possible Mediator Effects

Although no hypotheses were specifically proposed that suggested mediation occurred within the model, an analysis was performed on the possible mediating effects of perception of the organization on the relationship between web site characteristics and attraction to the organization due to the nature in which the model was constructed.

The method outlined by Baron and Kenny (1986) lists three preconditions for testing mediation, which are as follows: (1) the predictor variable must be related significantly to the outcome variable, (2), the predictor variable must be related significantly to the mediator, and (3), the mediator must be significantly related to the outcome variable. If these preconditions are met, both the predictor variable and the mediator are entered into an equation to predict the outcome variable, and then a comparison is made between the coefficient and the significance level of the predictor in the first equation to the coefficient and the significance level of the predictor in the second equation with the mediator added. If the coefficient decreases but the predictor remains significant, then partial mediation has occurred.

To test for possible mediation, regressions were run with the corresponding predictor variable (web site characteristics, a composite variable), the outcome variable (attraction to the organization), and the proposed mediator (perception of the organization, a composite variable). Regressions were run using one of the study's web sites, Bank of America.

The first analysis involved testing to see if the three preconditions were met. Results indicated that the predictor, web site characteristics, was significantly related to the outcome variable, attraction. Attraction was regressed on the control variables and web site characteristics; the results were significant ($b=.36$, $p<.01$). Next, the predictor, web site characteristics was tested to see if it was significantly related to the proposed mediator, perception of the organization. The results of this regression were significant ($b=.44$, $p<.01$). Finally, attraction to the organization, the outcome variable, was regressed on the proposed mediator, perception of the organization. The results of this regression were significant ($b=.66$, $p<.01$).

Next, both the predictor (web site characteristics) and the mediator (perception of the organization) were entered into the regression equation to determine if the coefficient of the predictor decreases but remains significant, indicating partial mediation. The results of this regression indicated that the predictor still had a significant coefficient ($b=.10$, $p<.01$) but was reduced in size (from .36 to .10). This reduction suggests partial mediation.

A Sobel test (MacKinnon & Dwyer) was performed to confirm this partial mediation. The test gave a resulting Sobel z-value of 7.97, indicating that the difference was significantly different from zero.

Future analysis could determine if mediation occurred for all relationships for all organizations, for the combined data set, and to what extent mediation occurred.

Table 21

Summary of Hypotheses Results

Hypothesis	Results for Individual Organizations	Results for Organizations Combined
H1: Perception of the level of information specificity on an organization's web site will be related to the job seeker's perception of P-O fit.	Supported	Supported
H2: Level of navigability/usability of an organization's web site will be related to the job seeker's perception of P-O fit.	Supported	Supported
H3a: A web site's recruitment-orientation will be related to the applicant's perception of a human relations or open system organization.	Not supported	Not supported
H3b: A web site's selection-orientation will be related to the applicant's perception of an internal process or rational goal organization.	Not supported	Not supported
H3c: A web site's dual-orientation will be related to the applicant's perception of human relations/open system organization.	Not supported	Not supported
H4: The applicant's perception of P-O fit will be related to his attraction to the organization.	Supported	Supported

Hypothesis	Results for Individual Organizations	Results for Organizations Combined
H5a: Individual self-efficacy will moderate the relationship between web site characteristics and the applicant's perception of the organization such that the relationship between web site information and the applicant's perception of the organization will be weaker for high self-efficacy individuals.	Not supported	Not supported
H5b: Computer self-efficacy will moderate the relationship between web site characteristics and the applicant's perception of the organization such that the relationship between web site information and the applicant's perception of the organization will be stronger for individuals high in computer self-efficacy.	Supported for one organization	Not supported
H5c: Motivation to reduce uncertainty will moderate the relationship between web site characteristics and the applicant's perception of the organization such that the relationship between web site information and the applicant's perception of the organization will be stronger for individuals high in motivation to reduce uncertainty.	Supported for one organization	Not supported
H6a: Self-efficacy will be positively related to the applicant's perception of P-O fit.	Supported for 2 organizations	Supported

Hypothesis	Results for Individual Organizations	Results for Organizations Combined
H6b: Computer self-efficacy will be positively related to the applicant's perception of P-O fit.	Supported for 3 organizations	Supported
H6c: Uncertainty reduction strategies (seeking, dealing, ignoring, imagining and moving on) will be positively related to the applicant's assessment of P-O fit.	Supported for one strategy for organization	Not supported
H6d: Motivation to reduce uncertainty (MRU) will be positively related to the applicant's assessment of P-O fit.	Not supported	Not supported
H7a: Familiarity with the organization will be positively related to the applicant's assessment of P-O fit.	Supported	Supported
H7b: Familiarity with the organization will moderate the relationship between web site characteristics and the applicant's perception of the organization such that for those with high familiarity there will be less of a relationship between web site characteristics and perception of the organization.	Not supported	Not supported
H8a: Industry desirability is positively related to the applicant's attraction to the organization.	Supported for organizations of appropriate type	Not applicable

Hypothesis	Results for Individual Organizations	Results for Organizations Combined
H8b: Industry desirability will moderate the relationship between applicant's assessment of P-O fit and attraction to the organization such that for undesirable industries, the relationship will be weaker.	Not supported	Not supported

CHAPTER 5

DISCUSSION AND CONCLUSIONS

The purpose of this study was to look at the relationships among organizational web site characteristics and job seekers' self-efficacy, computer self-efficacy, and motivation to reduce uncertainty and their corresponding perception of person-organization fit and attraction to the organization. Additional organizational study variables included organizational familiarity and industry desirability. Thus, this study integrates several streams of literature in such a way that the primary contributions can be outlined as follows:

1. Enhancing our understanding of how organizational web site characteristics are related to job seekers' perceptions of organizational culture and P-O fit, and ultimately attraction to the organization.
2. Furthering our knowledge of how organizational familiarity is related to job seekers' perception of P-O fit.
3. Integrating the applicant/job seeker and recruitment streams of research with the human-computer interaction stream of research
4. Facilitating our understanding of how a recruiting versus selection orientation of organizational web sites relate to job seekers' perceptions of the organization and ultimately attraction to the organization

A summary of the results in this study (located at the end of the Results Chapter) indicated that for individual organizations, five of the seventeen hypotheses were supported for all four organizations *and* were supported for the combined organizational data set. Seven of the seventeen hypotheses were supported for at least one of the four organizations. Several

hypotheses were supported for only one, two, or three of the organizations. Following is a brief overview and discussion of the supported hypotheses and the unsupported hypotheses.

Hypothesis 1

The study found that job seekers' perception of the information specificity is related to their perception of P-O fit. Higher levels of perceived information specificity were related to higher P-O fit perceptions. This supports similar findings in the applicant reaction literature (e.g., Barber, 1998; Colarelli, 1983) suggesting that specific and detailed information has positive effects on recruitment outcomes through increasing the adequacy of message explanation. In addition, the results support similar findings (Allen et al., 2004; Cober et al., 2003) that recruitment message characteristics influence behavior through their effects on attitudes and forming impressions about the organization.

Hypothesis 2

The study found that job seekers' perception of the level of navigability/usability of a firm's web site is related to their perception of P-O fit. This supports findings similar to Venkatesh's (2000) study which showed that web sites that are difficult to navigate result in less information available to the job seeker, as well as presenting inaccurate impressions of organizational culture, which can adversely affect the job seekers' fit perceptions. Thus, the more navigable/usable the job seeker found the web site to be, the more likely he or she was to obtain information about the organization and job opportunities supporting perceptions of a fit.

Hypothesis 3

This hypothesis had several parts. None were supported. Hypothesis 3a proposed that a web site's recruitment orientation will be related to the applicant's perception of a human relations or open systems organization; testing for the human relations score and the open

systems score was performed separately, resulting in two sub-hypotheses for each hypothesis. The results indicated that while recruitment-orientation was indeed correlated with perceptions of human relations and open systems cultures, it was also correlated with internal process and rational goal cultures. Thus, neither sub-hypothesis was supported for any of the organizations in Hypothesis3a or for the combined organizations data set. It is possible that a lack of independence of the culture dimensions contributed to the lack of significant findings. Correlations among these dimensions for the combined data set ranged from .73 to .88 and were similarly high for each organization (Tables 1-5).

Hypothesis 3b proposed that a web site's selection-orientation will be related to the job seeker's perception of an internal process or rational goal organization, or one that is higher in control (less flexible) and emphasizes efficiency and centralization. In the interview literature, selection-oriented interviews have been found to be correlated with lower attraction to the organization (Turban & Dougherty, 1992; Turban et al., 1998). In this study, selection-orientated web sites may signal certain organizational characteristics similar to control and centralization and may be less attractive to the job seeker. However, the sub-hypotheses were not supported. For example, selection-orientation was significantly correlated with the rational goal score and the internal process score for each organization, but was also significantly correlated with the other two culture dimensions, human relations and open systems.

Hypothesis 3c proposed that a web site's dual-orientation (perceived to have both recruiting and screening orientations) will be related to the applicant's perception of a human relations or open systems organization. Again, results of the study indicate that dual-orientation is significantly correlated with all four culture dimensions for each organization, as well as for the combined organizational data set. The hypothesis is not supported.

Hypothesis 4

The results supported this hypothesis, which proposed that the perception of P-O fit is related to the job seeker's attraction to the organization. Recruitment research using the attraction-selection-attrition framework suggests that individuals self-select into organizations based on perceived P-O fit (Cable & Judge, 1996); similarly, in this study, the higher the job seekers' perception of P-O fit, the more attracted they were to the organization. In fact, correlations for this hypothesis ranged from .61 (NVR Ryan Homes) to .76 (The Gap), and .70 for all four organizations combined. Of course, we should also acknowledge the possibility of reverse causality here. Those who are attracted to a particular organization, may therefore, judge that they are a good fit for the firm.

Hypothesis 5

Past research in the recruitment literature has found that a number of applicant characteristics moderate the relationship between recruitment message and outcome variables, including P-O fit and attraction to the organization (Turban & Dougherty, 1992). Thus, the characteristics which were chosen for this study were selected from those which seemed to have the most promise as far as possibly moderating the relationship between web site characteristics and the applicant's perception of the organization (as measured by perceived P-O fit): self-efficacy, computer self-efficacy, and the applicant's motivation to reduce uncertainty.

None of these three individual difference variables, however, moderated any of the predicted relationships. It appears that in this study, self-efficacy, computer self-efficacy, and the use of uncertainty reduction strategies did not significantly change the relationship between the job seeker's perception of web site characteristics and corresponding perception of P-O fit, as hypothesized. Many studies have discussed the difficulties associated with detecting moderator

effects. Morris, Sherman, and Mansfield (1986) note the failure of psychologists to detect interaction effects between continuous variables in multiple regression analysis. Stone and Hollenbeck (1989) list the controversies that surround the ability of researchers to reveal the presence of true moderator effects with the use of moderated regression. Bobko and Russell (1989) argued that researchers are often unable to detect moderator effects even in the presence of strong theory. However, I also note potential problems with measurement reliability for both computer self-efficacy and motivation to reduce uncertainty. The alpha for computer self-efficacy was .59 and the alpha for motivation to reduce uncertainty was .57. These lower reliabilities could attenuate observed relationships with other variables.

Hypothesis 6

This hypothesis proposed that the individual difference variables (self-efficacy, computer self-efficacy, and the use of the uncertainty reduction strategies) would each be positively related to the applicant's perception of P-O fit. Self-efficacy was significantly correlated with P-O fit perception for two organizations, NVR and the Gap, and for all organizations combined.

One underlying rationale for the self-efficacy portion of the hypothesis was that high self-efficacy individuals would be more confident from the information obtained that they would fit with the organization. This is similar to Bandura's application of self-efficacy where individuals high in self-efficacy are more certain that they will achieve a goal (i.e., collecting information to determine fit, in this case) once they begin.

Similarly, for individuals with high computer self-efficacy, the rationale for the hypothesis was that these individuals would believe that the information obtained from a computer-based source, e.g., a web site, would enable confirmation of P-O fit. This is consistent with the findings of Compeau and Higgins (1995) who found computer self-efficacy to be an

accurate self-assessment of a user's ability to apply computer skills to complete a specific task. In the present study, computer self-efficacy was significantly correlated with perception of fit for three of the four organizations (excluding the Gap) as well as with the combined organizational data set. This suggests that computer self-efficacy is associated with perceptions of P-O fit through the completion of obtaining relevant (to them) information via the organization's web site.

The third part of hypothesis six suggested that the use of each of the uncertainty reduction strategies (tolerating uncertainty, denying uncertainty, assimilating uncertainty, accepting uncertainty, and having imagined scenarios/conversations) would be positively related to the job seeker's perception of P-O fit. While the results showed that none of the strategies were related to perception of P-O fit, one explanation may be that the application of uncertainty reduction strategies directly to P-O fit perception may have needed a secondary, cognitive step to be more useful, such as first mapping the degree to which uncertainty was resolved, before applying the strategies directly to P-O fit perception.

The fourth and final part of hypothesis six suggested that motivation to reduce uncertainty (MRU) would also be positively related to the job seeker's perception of fit. Because MRU is comprised of the five strategies discussed above, and none of its components (strategies) were found to be significantly related to P-O fit perceptions; it followed that MRU was not related to the job seeker's perception of P-O fit. Although the study did not support the proposed hypothesis, an alternative explanation could be that the application of the uncertainty reduction strategies was difficult in the context of web-based recruitment activities, and that survey participants may not have been able to correctly assess their use of strategies in this study.

However, as noted earlier, the alpha for MRU was somewhat low (.57) which could have attenuated observed relationships with other variables.

Hypothesis 7

Two familiarity hypotheses were proposed and one was supported. The study found support for the proposed hypothesis that familiarity with the organization would be positively related to the applicant's perception of P-O fit, which is consistent with prior research (e.g., Cable & Turban, 2001). However, no support was found for the moderator hypothesis, which proposed that familiarity would moderate the relationship between web site characteristics and the applicant's perception of the organization, such that for those with high familiarity there would be less of a relationship between the web site characteristics and the corresponding perception of the organization. The underlying logic associated with the hypothesis was that high familiarity with an organization will make the relationship between web site characteristics and P-O fit perceptions less significant and that the applicant would instead use his or her pre-held conception of the organization to determine fit perception; however, this was not found.

Hypothesis 8

Two industry desirability hypotheses were proposed and one was supported. The study found support for the proposed hypothesis that industry desirability is positively related to the applicant's attraction to the organization; in the study, the Gap and NVR Ryan Homes were the two organizations which were considered sales and marketing and Diebold and Bank of America were classified as financial services organizations. The results showed that the higher the applicants rated the sales and marketing industry, the more attracted they were to that organization (Gap=.17 and NVR Ryan Homes=.15). Also, the higher the applicants rated the financial services industry, the more attracted they were to that organization (Bank of

America=.22 and Diebold=.12). This supports prior research (Cable & Graham, 2000, Highhouse et al., 1999).

However, the moderator hypothesis proposed that industry desirability would moderate the relationship between the applicant's perception of P-O fit and attraction to the organization such that for undesirable industries, the relationship will be weaker. The lack of significant results for this hypothesis could be explained partly by the inexperience of the survey participants; although they may find a certain industry less desirable, this may not affect their attraction to the organization due to their willingness to take a less than desirable first job, or to take a position in an organization that is not within their most desired industry.

Limitations of the study

This study has limitations that should be acknowledged. Some of these have already been mentioned. First, this is a cross-sectional study; therefore, alternative interpretations regarding causality should be considered. In addition, generalization of the results may be limited by the exclusive use of college students. Thus, it is not certain whether the results would generalize to job seekers across all stages of their careers. It is possible that middle-managers or upper-level managers that use web sites for job seeking/recruitment may have produced different results if they had been used in this study, since they may rely on other factors when developing perception of organizations as attractive potential employers. However, I note that Powell and Goulet (1996) suggested that college graduates comprise the largest percentage of new job entrants. The sample in the present study was comprised of business seniors at two major universities. These respondents should be reasonably representative of future job seekers/job applicants for managerial/professional entry-level positions. This kind of sample would appear to be the most appropriate type of sample for purposes of the present research.

Another potential limitation was the use of the four web sites selected. A preliminary field study was conducted from which these four web sites were selected. The field study included 8 familiar and 8 unfamiliar web sites. The four selected web sites included two "familiar" firms and two "unfamiliar" firms. However, it is possible that the use of a different set of web sites might have produced different results. Also, using actual organizations and their web sites was expected to increase the realism of the study and to allow for the study of organizational familiarity. However, this approach also disallowed the active manipulation of variables, limiting the ability to directly confirm cause and effect relationships. Therefore, the study sacrificed some internal validity in exchange for increased external validity.

Common method variance inflation of relationships in the study is another factor that could be a limitation, since the study relied upon self-reported survey measures collected at one time. However, this overall potential inflation of relationships would not be expected to be a source of any differential relationships among variables within the study. Additionally, one-item measures (with unknown reliabilities) were used to assess certain variables, such as industry desirability. Finally, as noted previously, measurement reliability (alpha) was somewhat low for some of the variables, which could attenuate relationships with other variables.

Finally, the study used a large sample size, which provides a high level of statistical power. However, it must be acknowledged that relationships reaching statistical significance would not necessarily have strong practical significance. Many of the relationships in the study that reached statistical significance were not of high magnitude.

Contributions of the study and recommendations for future research

The increasing use of organizational web pages in a recruitment context is a critical practice to examine for several reasons. An important first step in employee recruitment is to

attract qualified individuals to apply for positions in a firm (Barber, 1998). And organizations which attract more qualified applicants have a larger pool of applicants to chose from, which results in greater utility for firm selection systems (Boudreau & Rynes, 1985). If individuals do not initially apply to jobs, they cannot be influenced by subsequent recruitment activities (Rynes, 1991; Rynes & Barber, 1990). Thus, organizations that want to be competitive and attract the more qualified individuals for the job may benefit from the results of this study. The study indicates that web-based information *does* matter when considering the outcomes of job seeker reactions; although only 7 of the 17 hypotheses were supported, the study indicates that job seekers' P-O fit perceptions are influenced by certain web site characteristics. And since P-O fit perceptions may affect whether or not a job seeker applies for a position, organizations should be interested in knowing how their web sites can affect these fit perceptions.

Although many of the relationships were of small magnitude, these results indicated that information specificity matters, navigability matters, and orientation of the web site matters. In addition, the study is one of several (Cober et al., 2004; Williamson et al., 2003) that have provided insights into how job seekers are affected by particular organizational web sites. The study includes variables that are familiar to the recruitment literature (P-O fit perceptions, attraction, self-efficacy) but also integrates variables from other streams of research, including computer self-efficacy and web site information characteristics (from the human-computer interaction literature) and the use of uncertainty reduction strategies (from the communication literature).

Thus, this study offers some evidence that how job seeker's P-O fit perceptions are affected by web-based information remains a viable area of study. Furthermore, one practical finding is that job seekers' attitudes toward web site characteristics in this study had an effect on

their perceived fit with the organization, which recruitment research strongly suggests has a corresponding effect on intentions to pursue employment. Given the capacity of web sites to provide large amounts of job-related information in different formats, future research may be able to specify which formats are most effective, and in which contexts. There is a growing body of research on web site design, and organizations might be interested in investing in better understanding how to design their web sites so as to specifically signal a recruitment-orientation or a dual-orientation to elicit the most favorable outcome.

The results related to job seeker characteristics reflect mixed findings. While main effects were found with perceived P-O fit and self-efficacy, no moderator effects were significant. Future research might investigate other job seeker characteristics that have the potential to be related to how web site characteristics affect job seekers' perceptions. For example, one of the Big Five personality characteristics, Openness to Experience, might be relevant in that job seekers who are high on Openness to Experience might not perceive the need to rely as much on web site information or features to make a judgment about fit with an organization. Furthermore, a firm's consideration of certain individual traits such as those of the Big Five (Digman, 1990) might well be useful in attempting to attract the "right" individuals through the use of their web sites as the recruitment message. Considering another job seeker characteristic, I note that gender was significant in several regressions involving one firm--the Gap. This suggests that it might be useful in the future to look more closely at the effects of gender with marketing-oriented web sites (in this study, the Gap was classified as sales/marketing; however, students might have believed this firm to offer more marketing-type positions).

Further work on recruitment-orientation versus selection-orientation could also be valuable, as firms need to know more about how their recruitment messages are being interpreted so that they might design their web sites accordingly. Just as Turban and Dougherty's (1992) work on recruiter behavior had practical value for understanding the role of the recruiter and the importance of "selling" the organization, more study on the relationships between firms' web sites and job seekers' perceptions and subsequent attitudes about the organization would offer practical value as well as economic value concerning just how important their web sites are to the job seeker and ultimately, to the firms.

Another potential area for future research is to extend the current interest among consumer and behavioral judgment researchers on how immediate affective reactions influence overall evaluations of an organization. In the context of web-based recruiting, future research might measure both negative affectivity and positive affectivity, as there is evidence that these characteristics are linked to various work-related outcomes (Schmidt & Hunter, 1998). Furthermore, as with several of the job seeker characteristics in this dissertation, affective reactions to the web site may influence the *quality* of the applicant pool generated as well. The study of affect in the context of web based recruiting could provide insights with both theoretical and practical value.

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APPENDIX

The following is a snap-shot of the web survey used to collect the data for this study. The list preceding the survey is provided for the reader so as to locate particular questions which correspond to the variables used in the study.

Survey item number with corresponding variable measured:

1. Gender
2. Age
3. Major
4. Education level (years of school)
5. Class standing
7. Number of semesters worked in an internship
9. Number of months worked full-time
10. Hours currently working per week
15. Desirability of sales/marketing industry; desirability of financial services industry
16. Self-efficacy
17. Motivation to reduce uncertainty
18. Technology acceptance model
19. Computer self-efficacy
20. Familiarity with organization
21. Information specificity
23. Navigability/usability
24. Orientation of web site
25. Competing values framework:
    A, E, I, M: Internal Process
    B, F, K, N: Open Systems
    C, G., J, O: Human Relations
    D, H, L, P: Rational Goal
27. Attraction
28. P-O fit perception
29. P-O fit perception

Corporate Web Site Survey--no skips

Your responses to this survey will be used in a research project in support of the doctoral dissertation of J.P. Palmer, under the supervision of Dr. Tom Dougherty at the University of Missouri-Columbia. Your voluntary participation in this project makes you eligible for a drawing for one of two $50 gift certificates redeemable at Dillard's (for Missouri students) and at Belk's (for Virginia students).
****

Informed Consent Statement: you must be at least 18 years old to participate. Please note that your participation is completely voluntary, and regardless of your participation, your grade in this class will not be affected in any way. There is absolutely no penalty for refusal to participate, and you remain free at all times to withdraw your consent and discontinue participation. If you begin the survey and decide not to participate, any information that you have provided up to that time will either be returned to you or deleted. This survey is not expected to involve risks of harm greater than those ordinarily encountered in your daily life. Because your understanding of this research could influence your responses, the purpose of this survey will not be revealed to you until you complete the survey, whereupon you will be directed to a url address which will explain the purpose of the research. No one, including your professor, will see your responses. If you have questions regarding your rights as a participant in this research, please feel free to email JP Palmer at jpalmer3@radford.edu or by phone at 540.831.5308, her advisor Dr. Thomas Dougherty at 573.882.4412 or the UMC Institutional Review Board at 572.882.9585 or the Radford Institutional Review Board at 540.831.7500.

By checking the YES box below, I signify that I consent to being a participant in this research. By checking the NO box, I understand that I will not be able to continue with this survey

- ○ **Yes**
- ○ **No**

By agreeing to participate in this study, I also consent to entering my email address (in the comments field) as a proxy for my signature. Your e-mail address will not be linked to your responses in order to protect your anonymity.

1. **Please enter your gender**

○ **Male** ○ **Female**

2. **Please enter your age in years:**

3. **The following questions pertain to your education:**

My major(s) is/are:

- [ ] **Accounting**
- [ ] **Economics**
- [ ] **Finance**
- [ ] **Fine Arts**
- [ ] **Management**
- [ ] **Marketing**
- [ ] **MIS/Information Systems/Information Technology**
- [ ] **Political Science**
- [ ] **Psychology**
- [ ] **Sociology**
- [ ] **Other (please specify)**

If you selected other please specify:

My age is:

- ○ **Under 18**
- ○ **18 - 24**
- ○ **25 - 34**
- ○ **35 - 44**
- ○ **45 - 54**
- ○ **55 - 64**
- ○ **65 or older**

4. **What is the highest level of education you have attained to date?**

- ○ **High school graduate or less**
- ○ **Attending/attended community college**
- ○ **Graduated from community college**
- ○ **Attending/attended 4-year college**
- ○ **Graduated from 4 year college**
- ○ **Postgraduate study or degree**

5. **What is your current class standing?**

- **Freshman**
- **Sophomore**
- **Junior**
- **Senior**
- **5th Year Senior**
- **Graduate Student**

6. **Currently I am a:**

- **full time student**
- **part time student**

The following questions pertain to your work experience and your employment status:

---

7. **Please enter the number of semesters (1 summer = 1 semester) you have or had an internship.**

8. **Are you currently looking for a job that would lead to a career?**

- **Yes**
- **No**

9. **How many months have you worked full time?**

10. **I am currently working (hours per week):**

- **Less than 1**
- **1 to 5 hours**
- **6 to 10 hours**
- **11 to 20 hours**
- **21 to 40 hours/week**

- **41 to 60 hours/week**
- **Over 60 hours/week**
- **I am not currently working**

11. Which of the following sources have you used to learn about internship or career possibilities? Please select all that apply.

- **Newspaper**
- **Company web site**
- **Job or career fair**
- **Promotional brochures**
- **Personal interviews with someone in the organization**
- **Friend who works in the organization**
- **Job board (Monster.com, Hotjobs,com, etc)**
- **Trade publication**
- **Television ad**
- **Other (please specify)**

If you selected other please specify:

12. Of the sources you identified above, which one source of provided you with the most relevant information about the organization?

- **Newspaper**
- **Company web site**
- **Job or career fair**
- **Promotional brochures**
- **Personal interviews with someone in the organization**
- **Friend who works in the organization**
- **Friend who works in the same or similar industry**
- **Job board (Monster.com, Hotjobs.com, etc.)**
- **Trade publications**
- **Television ad**
- **Other (please specify)**

If you selected other please specify:

13. **Upon graduation I realistically anticipate finding a job that pays:**

- **Less than $30,000**
- **$30,000 - $39,999**
- **$40,000 - $49,999**
- **$50,000 - $59,999**
- **$60,000 - $74,999**
- **$75,000 or more**
- **I am unsure**
- **Salary is not important to me**

14. **Identify the top two industries you anticipate seeking employment in upon graduation**

Industry One:

Industry Two:

15. **Indicate how desirable the following industries are to you, seeking employment upon graduation:**

Sales/Marketing:
1 (not desirable at all) 2 3 4 5 6 7 l very desirable)

Financial services:
1 (not desirable at all) 2 3 4 5 6 7 (very desirable)

16. The following questions pertain to how you typically think and feel:

Please indicate your level of agreement or disagreement with each of the following statements:

	Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
When I make plans, I am certain I can make them work.	○	○	○	○	○	○	○
One of my problems is that I cannot get down to work when I should.	○	○	○	○	○	○	○
If I can't do a job the first time, i keep trying until I do.	○	○	○	○	○	○	○
When I set important goals for myself, I rarely achieve them.	○	○	○	○	○	○	○
I give up on things before completing them.	○	○	○	○	○	○	○
I avoid facing difficulties.	○	○	○	○	○	○	○
If something looks too complicated, I will not even bother to try it.	○	○	○	○	○	○	○
When I have something unpleasant to do, I stick to	○	○	○	○	○	○	○

it until I finish it.							
When I decide to do something, I go right to work on it.	○	○	○	○	○	○	○
When trying to learn something new, I soon give up if I am not initially successful.	○	○	○	○	○	○	○
When unexpected problems occur, I don't handle them well.	○	○	○	○	○	○	○
I avoid trying to learn new things when they look too difficult for me.	○	○	○	○	○	○	○
Failure just makes me try harder.	○	○	○	○	○	○	○
I feel insecure about my ability to do things.	○	○	○	○	○	○	○
I am a self-reliant person.	○	○	○	○	○	○	○
I give up easily.	○	○	○	○	○	○	○

17. Please indicate which of the following describes your tolerance for uncertainty or how you handle uncertainty about important issues:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

I often tolerate uncertainty instead of seeking additional information.					
I often accept uncertainty rather than seek additional information.					
I often deny uncertainty rather than seeking additional information.					
I often have imaginary conversations in order to reduce uncertainty.					
I often absorb uncertainty or digest uncertainty and move on.					

18. The questions in this section pertain to your use of technology:

The following questions describe how you feel and react when using computers to access information on various web sites. Please read the following sentence fragment and then decide how much the corresponding sentence ending applies when you are using a computer:

I could complete the job using this computer and software package…….

	This statement never describes me.	This statement sometimes describes me.	This statement often describes me.	This statement is always accurate in describing me.
…if there was no one around to tell me what to do as I go.				
…if I had only the software manuals for reference.				
…if I had seen someone else using it before trying it myself.				
…if someone else had helped				

me get started.				
...if I had a lot of extra time to finish the job.				
....if someone showed me how to use it first				

Which of the following search engines have you used in the last few months? Please check all that apply.

- **Alta Vista**
- **AOL Search**
- **Ask Jeeves**
- **Excite**
- **Go Network**
- **Google**
- **InfoSeek**
- **HotBot**
- **Inktomi**
- **Lycos**
- **Magellan**
- **MSN**
- **Netscape**
- **Northern Lights**
- **WebCrawler**
- **Yahoo**
- **Other (please specify)**

If you selected other please specify:

19 Please answer the following questions on a scale of one to seven, with one indicating you strongly disagree and seven indicating you strongly agree:

I have mastered web site searching tasks (I'm very good at it)

1 2 3 4 5 6 7

I would like to do better at the skill of searching web sites for information

1 2 3 4 5 6 7

I am certain I can find information on web sites

1 2 3 4 5 6 7

It is just not possible for me to be able to find the information I am looking for on web sites

1 2 3 4 5 6 7

I think I could get better at finding information on web sites

1 2 3 4 5 6 7

20. Which of these organizations are you familiar with? Familiarity indicates knowing at least some significant information about the organization other than name recognition only, such as studying the organization in depth in a class:

	I am very familiar with this organization	I know some information about this organization	I know a little information about this organization	I've heard of this organization but don't know much about them	I know someone who works for this organization.	I have never heard of this organization
NVR/Ryan Homes	○	○	○	○	○	○
Diebold	○	○	○	○	○	○
Bank of America	○	○	○	○	○	○
Gap Inc.	○	○	○	○	○	○

Open a new browser window. Please copy this url into this browser window and spend the next few minutes looking at this organization's website :

www.gapinc.com

The following questions pertain to information contained on the organization's website:

---

21. In general, how specific was the information you found on the organization's website?

- **1 Not specific at all**
- **2**
- **3**
- **4**
- **5**
- **6**
- **7 Very specific**

22. In general, how current was the information you found on the organization's website?

- **1 Not current at all**
- **2**
- **3**
- **4**
- **5**
- **6**
- **7 Very current**

23. Please indicate your level of agreement or disagreement with each of the following statements:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Unable to evaluate
I could easily find what I wanted on the web site.	☐	☐	☐	☐	☐	☐
I found the web site to be very organized.	☐	☐	☐	☐	☐	☐

The web site had redundant information (information that was unneeded or unnecessary.	☐	☐	☐	☐	☐	☐
The website had very specific information.	☐	☐	☐	☐	☐	☐
The web site had reliable information.	☐	☐	☐	☐	☐	☐
The web site information seemed to have much detail.	☐	☐	☐	☐	☐	☐

24. Please indicate whether the following descriptions apply to this website:

	1 Strongly Agree	2	3	4	5	6	7 Strongly Disagree
The organization's web site appeared to be recruiting applicants.	○	○	○	○	○	○	○
The organization's web site appeared to both recruit and screen applicants.	○	○	○	○	○	○	○
The organization's website appeared to be screening applicants.	○	○	○	○	○	○	○

---

25. The following questions focus on your perception of the organization after you visited the organization's website.

There are many things that might be considered values in an organization. The following is a list of organizational values. For each value describe the extent to which you perceive that it is in operation and emphasized in this organization as a whole. Please use a scale where 1 indicates that the attribute appears to NOT be valued by the organization and a 7 indicates that the attribute appears to be HIGHLY valued.

Not						**Highly**

	valued at all 1	2	3	4	5	6	Valued 7
A.Predictable outcomes (being confident about knowing what will happen if certain actions are taken							
B.Innovation and change							
C.Participation and open discussion							
D.Outcome excellence and quality							
E.Stability and continuity							
F.Creative problem solving							
G.Employee concerns and ideas							
H.Getting the job done							
I.Order							
J.Human relations, teamwork, and cohesion							
K.Decentralization (where MANY people have a say in decision making)							
L.Goal achievement							
M.Dependability and reliability							
N.New ideas							
O.Morale							
P.Doing one's best							

26. Based only on the information you learned about the organization from their web site, please rate how much you believe that the organization values each of the following:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Innovation and risk taking					
Attention to detail					

Orientation towards outcomes or results					
Aggressiveness and competitiveness					
Emphasis on growth and rewards					
A collaborative and team orientation					
Decisiveness					

27. Assuming that your skills and abilities matched a job opening in the organization. What is the likelihood that you would be attracted to the organization?

- **I definitely would be attracted to the organization**
- **I probably would be attracted to the organization**
- **I might or might not be attracted to the organization**
- **I probably would not be attracted to the organization**
- **I definitely would not be attracted to the organization**
- **I am unsure; I need more information**

28. To what extent do you believe your personal values and your perception of the organization's values fit together?

- **There is a complete fit**
- **There is a very good fit.**
- **There is a good fit.**
- **There is a fair fit.**
- **There is a poor fit.**
- **There is not a fit between my values and the organization's values.**
- **Unsure of a fit**

29. On a scale of one to seven please indicate your agreement with the following statement:

"I believe that I would fit in this organization because this organization seems to have employees who have values that I share."

- **1 strongly disagree**

- 2
- 3
- 4
- 5
- 6
- 7 strongly agree

30. How likely would you be to apply for a position with this organization?

- 1 Very Likely
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Not likely at all

Please note that your responses are anonymous and will be associated with a number assigned to you, to ensure your anonymity. If you wish to receive the results of this study, please indicate as such (fill in the open-ended final question w/ your email address) and results will be emailed to you when they become available.

Thank you for your participation. Your input has been greatly appreciated.

Submit Survey 3 0,

VITA

Julie "J.P." Palmer was born in Chagrin Falls, Ohio. She attended Colorado State University in Fort Collins, Colorado and received a Bachelor of Science in 1991. She later attended the University of Nebraska-Lincoln where she earned a Masters of Business Administration in 1998. She joined the Department of Management and Marketing at Radford University in the fall of 2003 and taught until summer of 2007, at which time she focused her attention on completing the Ph.D.